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The New AnaLyst

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NEW ANALYST

INSTITUTE OF SOCIAL ENGINEERING
2623 LAWRENCE AVENUE
CHICAGO 25, ILLINOIS

Vol. 4, No. 1
Whole No. 27
January, 1952

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IS ABUNDANCE POSSIBLE NOW?

by Esop Jason

HAVE WE GOT WHAT IT TAKES?

For the purpose of this story I will define Abundance as a sufficiency of all the physical goods and services required in the economic life of MAN, plus a sufficiency of the more intangible items such as civil liberties and personal freedom. The necessity for a sufficiency of physical goods comes first but a full and satisfactory life is not possible without political, economic and social democracy as well. In this story, however, I will confine my efforts to indicating the practicality of achieving a sufficiency of physical goods and services NOW.

The possibility of abundance hangs upon several other prior factors. Among these are the availability of sufficient natural resources; the scientific "know how" to improve upon nature; the technological development and organization of industry to a point where abundant production is possible; and the economic "know how" required to achieve the actual distribution of the goods and services to all citizens in the individual quantities and desired quality demanded as sufficient.

Thus, the questions facing us are: Does North America have the resources and raw materials for abundance? Does it have the scientists, engineers, technicians and necessary technological development? Does

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PURPOSE OF THE I. S. E.

1. To Analyse the social and economic problems of the countries of Anglo-America.

2. To Formulate an overall design of democratic-scientific social and economic operations that will most probably solve these problems, by providing abundance, security, equal opportunity and more personal freedom for ALL citizens.

3. To Transmit this analysis and socio-economic design to the people of Anglo-America by nonsectarian, nonprofit, educational means and methods.

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it have the economic knowledge for distribution? All questions can be answered positively in the affirmative. The fact that North America has tremendous natural resources is a matter of almost common knowledge. With the exception of a few minerals, which are being and can continue to be obtained elsewhere by trading. North America has everything required for a high energy, industrial, mass production system.

North America's scientific "know how" is far ahead of what can be, or is permitted to be, applied under the Money-Price System we live under. This fact was brought to national attention as early as 1912 by Woodrow Wilson in his book THE NEW FREEDOM. In regard to our industrial development it is far ahead of that of any other area on earth. More about this will follow later.

WHAT ABOUT DISTRIBUTION?

The facts of our economic "know how" in distribution are less apparent. It has become trite to say that the problem of production is solved and that what faces us now is the more difficult problem of distribution. Loosely speaking, this is correct. However, the statement assumes too much on one hand and too little on the other. It assumes that our productive ability is ample, as is, under the present Money-Price System, and that the problem of distribution is almost, if not quite, insoluble. Both assumptions are in error.

It is true, our productive ability is amazingly well developed. But, before our mines, mills, factories, farms, fisheries, transportation and communication systems, our recreational, educational and health facilities and Government can produce abundance for all (as we have defined it), a lot of new plant, together with more trained personnel, and a great deal of reorganization, coordination and integration of the whole system must be achieved. What we actually have on the productive side of our economy is an excellent but wasteful and uncoordinated plant, which, nevertheless, is good enough to provide a sound foundation for the more adequate plant required for the production of abundance for all. Thus, we can say that the problem of production need not concern us, not because it has already been solved or ever will actually be solved under the MPS, but because (technologically speaking) we can see our way out of the woods from here on out.

COUNTRY OF THE BLIND

The problem of distribution, in a similar manner, is partially solved. The mechanics of distribution are fairly well known and are being improved upon steadily. During the last war we distributed food, clothing, medical services and war weapons to over 10 million service men scattered all over the world, besides distributing tremendous amounts of Lend Lease material to our allies, and more goods and services to more people at home than we ever did before. What is lacking is not the mechanics or economics of distribution but the will to distribute. We know how to solve the problem but we refuse to face it. We are like man "lost" in the woods who knows his way out, or knows where to get correct directions, but acts as if he were hypnotized into the belief that the woods are endless forevermore.

That is the common attitude toward the problem of distribution. It appears to be too difficult to handle. Such is not the case. To be sure, distribution involves more problems in human relations than does production. That may be the chief reason why the will to distribute lags behind the will to produce. However, this phase of the problem is outside the scope of this story. What we are attempting to indicate are the mechanics and economics of distribution. So, after devoting a few paragraphs to one of the man whys of the lack of will to distribute, the rest of our story will be devoted to the mechanics and economics of distribution. If it is realized that our technologists and economists know how to distribute abundance NOW, this realization may help to strike off the shackles from the will to distribute.

THE YANKEE TRADER

However, it must not be expected that the Money-Price System we live under will ever, or can ever, either produce or distribute abundance for all. The distribution of abundance is not the proper function of a MPS. That is not the purpose for which such a social system was organized, or into which it has evolved and developed over the centuries. Distribution is an incidental phenomenon in a MPS. It is a byproduct of its true operations. When those operations are under way at an accelerated rate, as during the last war and now during the cold war, there is more byproduct than is customary.

In "good times" more people are better off than in average times. In "bad times" more people are worse off. In both cases the fluctuation is due to an increase or decrease in the byproduct of distribution. Whether "times" are good or bad, whether the byproduct of distribution increases or decreases, the correct and proper purposes of the MPS are not concerned in any way, since its prime purpose is not to distribute but to buy and sell for profit.

A Money-Price System is a type of economy and social system evolved, organized and operated to buy and sell goods and services on a basis of prices determined not by the abundance of goods and services but by their relative scarcity, with the use of an unscientific but ideally manipulative money system as the medium of exchange. The true and proper purpose of a MPS is to exploit the natural resources and human population for private gain. It is a free-for-all system of mutual exploitation in which the presence of relative scarcity is always fundamentally necessary. When abundance appears, the system comes to a stop and will not work. Thus it is futile to expect the MPS to produce and distribute abundance for all, even though the economic and technical ability exists.

A fish is not constructed to fly in the air. A bird is not constructed to swim under the water. Likewise, a Money-Price System is not constructed to produce and distribute abundance. It is constructed to buy and sell scarcity for private gain. Since an abundance cannot be bought and sold for profit (it has no monetary value) it is obviously impossible for a Money-Price System to perform that function.

IT JUST KEEPS ROLLING ALONG

In spite of the fact that the function of distribution is against the nature of the Money-Price System, the continuing advance of science and technology is presenting solutions which, while they cannot be fully used in a MPS, can be applied in the future in a Democratic-Scientific Social System. Science and technology are today projecting the form and substance of the Democratic-Scientific system of tomorrow. In recent years two major developments in economics and industry have taken place which indicate how abundance can be produced and distributed, and how a balanced load operation between production and distribution can be achieved. These recent advances are known as the Controlled Materials Plan and the Input-Output Grid. Of the two, the Input-Output Grid is the more revolutionary. It introduces what is said to be a new science, the science of inter-industry economics, or the balancing of input and output between industries in their internal dealings with each other so as to achieve an overall balance of the whole productive and distributive mechanism.

CONTROLLED MATERIALS PLAN

The Controlled Materials Plan is the Government system of control and allocation of the primary raw materials so as to control the total production of industry and also to control and allocate the production of any field of industry, in any amount desired. CMP does not work perfectly but it does work well. The plan was worked out by the War Production Board during the last war. As used during the war, CMP translated military and hard goods requirements into terms of so much steel, aluminum, copper and other primary raw materials.

Through a system of allocation of these primary materials it controlled the quantity, quality, and time factor of production in essential industries.

BUSINESS WEEK for 2/7/51 in an article on HOW TO LIVE WITH CONTROLS stated in regard to CMP that:

> Stop and take a look at it. It occupies about the same position in the history of controls that the Wright Brothers' plane occupies in the history of aviation. ...Essentially, the CMP was an allocation procedure. The CMP machinery of World War II was designed to add up the total requirements in a particular three-month period for three critical metals - steel, copper, and aluminum - adjust these requirements so that they equaled the total supply, and then parcel out the supply to the manufacturers. ...Thus, supply and consumption were kept balanced over time, with WPB striking a new balance for each quarter. But because an industrial economy is an integrated machine, the effects of CMP went far beyond the mere control of three scarce metals. When they set up CMP, the control authorities cashed in on what might be called: THE PRINCIPLE OF ECONOMY OF CONTROLS: If you control a few crucial things directly and in great detail, you thereby control a large number of other things indirectly and in somewhat less detail... In modern industry there are a few materials that are the least common denominator of all production, or a large part of all production.

Lack of space prevents a complete presentation of CMP and its importance to social change for the general welfare in the future. What it amounts to is a technological method of control, superimposed over the whole industrial system. Only the emergency of national danger justified (permitted) the institution of CMP. Immediately after the war it was scrapped. Last July, under the pressure of the cold war and Korea, CMP was reinstituted and is now again being operated under the National Production Authority.

A FIRST TIME FOR EVERYTHING

The Input-Output approach is something revolutionary in economics. Input-Output is a super-statistical method of predigesting economic data to furnish correct answers to many vital questions in distribution which hitherto have merely been guessed at or worked out imperfectly by laborious man-hours of calculation. I-O will tell where the demand for any product lies; how the demand for any product will be affected by changes in the economy; what new fields any product can be used in, or how a new product can be used; how the cost structure and efficiency of any industry compares with that of any other; what effect changes in world conditions will have on any product; what effect any economic event, such as a new development, will have on any industry or the nation as a whole; and other important things.

BUSINESS WEEK for 12/15/51 and 1/5/52 had two articles about the Input-Output method. The first article was titled INDUSTRY BRISTLES AT ROBOT PLANNING, and the second was called PUSHBUTTON PLANNING IN SIGHT FOR BUSINESSMEN.

The original idea of input-output was conceived about 200 years ago by Francois Quesnay, a French economist, who was the father of the school of economics known as Physiocrats. Quesnay was physician to King Louis XV of France and he dabbled in economics on the side. Quesnay worked out a table of distribution called the Tableau Economique, which was a "primitive forerunner of the modern Input-Output Grid." BUSINESS WEEK for 12/15/51 states that Quesnay's table was a vague, descriptive and philosophical conception rather than statistical. However, he started the idea on its way. His table was soon forgotten until restated in mathematical terms by Leon Walras, another French economist, around 1900. However, even Walras worked in the realm of the theory of inter-industry relations rather than in statistical facts. It remained for Wassily Leontief, an American economist associated with Harvard University Committee on Research in the Social Sciences, to resurrect both ideas. He is said to have "harnessed them to interpret masses of statistics." Leontief has been working on his Input-Output Grid since the early 1930's. At first no one would listen to him. Then, gradually, his work attracted support. Today, over a dozen Government and private agencies are working on the Input-Output idea. Leontief's first grid, or table, was printed in the STRUCTURE OF THE AMERICAN ECONOMY published by the National Resources Committee in 1939. It contains 21 columns horizontally and 21 vertically, called the grid or chart. BUSINESS WEEK for 12/15/51 states:

> It shows the relationship of each segment of the economy to every other segment. It's a statistical picture of the entire economy, summed up horizontally and vertically in the crossword-puzzle grid. On the horizontal lines of the grid you can see at a glance what happens to the output of each industry group... In the vertical columns of the grid, you can find the sources of all the materials that each industry group buys... Industries can be lumped in large groups - that makes tabulation and computation easier. Or they can be broken down into hundreds of subdivisions - that calls for more statistical detail and far more computation and gives correspondingly more useful results. You can't just look at the grid and find how a change in one industry will affect all the other industries. The grid is the raw material, however, for the computations that will give you the answer. In mathematicians' language, it involves solving as many simultaneous linear equations as there are categories in the grid. The actual figures in the table will vary from year to year, but the proportions of one to another are pretty much constant; the proportion of each industry's output that's bought by each industry stays about the same over a short run. This constant ratio reflects the relatively constant technology of the industries and the buying habits of consumers. Thus, the computers have "only" the varying total quantities to worry about. The bigger the grid, the more of these there are to deal with. This is where the electronic computers, with their tireless high speed, come in.

COMING EVENTS CAST SHADOWS BEFORE

The Bureau of Labor Statistics has had 70 statisticians and economists at work for three years on a 200 x 200 column grid, which is said to be nearly ready. Technicians are dreaming about the Input-Output Grids making policy decisions for industry, for they say that policy making is the true function of the Grid. Perhaps that is why many private enterprisers are hollering their heads off about Input-Output. One Detroit business man quoted in BUSINESS WEEK for 1/5/52 said:

> A man could sit in Washington and do the thinking for management everywhere. We'd no longer be taking initiative for making policy. It's hard enough to do the job right here. Why does Washington think it can do the job better?

Recently, the Defense Production Administration announced that it was considering the use of Input-Output to work alongside the Controlled Materials Plan. That team would be hard to beat. BUSINESS WEEK for 1/5/52 states: "That prospect gives manufacturers the shakes." Two manufacturers were discussing Input-Output. One asked: "Is this plan supposed to replace CMP?" Replied the other: "Hell, it could replace democracy!" BUSINESS WEEK for 12/15/51 hazards the opinion that: "It is conceivable in the remote future that input-output could lead to a super-planning agency." We agree. It is conceivable, and the future in which Input-Output and Controlled Materials Plan, or something similar, will be applied to work for the general welfare of all is not so remote as some would like us to suppose.

CONCLUSION

There you have it. Technology is hammering out an everlasting coffin for the Money-Price System of trade and commerce, and digging a deep grave for private enterprise. Both the CMP and I-O are technological methods of control suited for a collective economy. They are collective methods of operation directly counter, in their very nature, to the anarchy of private enterprise. They are democratic-scientific methods of social control of the industrial part of our total system.

Technology is the real revolutionary of the present age. It is creating the framework of a democratic-scientific social system within the framework of the old Money-Price System with inexorable logic and ruthless consistency. It is not doing this with malicious aforethought, but because it can do nothing else. That is the way technology operates. Up to now the MPS has used science and technology to advance the private interests of the MPS. However, the day is near when technology will go to bat for the general welfare.

Once technology is introduced into a Money-Price System, a set of imperatives are established which make it compulsory to introduce ever more technology. The competitive hunt for profits, and the necessity to survive are the whips upon the back of industry forcing ever lower labor, material and distribution costs in relation to selling prices. When one new machine or process is introduced that raises output per manhour and increases productivity, it forces the introduction of better machines and processes.

This process has been at work in North America for over a hundred years. Between 1919 and 1939, alone, the productivity of the U. S. economy was doubled. Since then, it has about doubled again. Today, even though our productive plant is uncoordinated (largely) and wasteful, it can produce a great deal more goods and services than can be sold profitably, under a Money-Price System. However, the productivity, or efficiency, on the distributive side of our economy is rapidly catching up with that of production. We do not mean that the Money-Price System is distributing more goods and services but that the ability to distribute and the knowledge of distribution is reaching a stage where, if permitted, it could distribute abundance to all.

New and highly mechanized supply depots are popping up all over the country. One medical supply depot at Hines, Illinois, alone, supplies all the Veterans Hospitals in 28 States. Three of them supply the whole nation. A half dozen such installations could supply every hospital in North America. In Salt Lake City, a new general merchandise supply depot, handling over 80,000 items, was recently put into operation by the Zion Cooperative Mercantile Institution. It supplies all their stores in seven Rocky Mountain States. The mechanics of distribution are known and being used in a limited way today. Tomorrow, upon the pattern now being established, the problem of distribution will be no problem at all.

Our job as citizens is to understand the culture in which we live and to work for social change within the established pattern of that culture. No foreign dialectic or ideology can ever understand the culture of Anglo-America, that is, Canada and the United States. These nations are practically one in their economic, industrial and cultural setups, and both are unlike the cultures of Europe and Asia. We have no need of any directives from Moscow, Rome, or anywhere else. The solution of Anglo-America's social problems lies within the framework of the Anglo-American Money-Price System. The potentiality of a far higher civilization (that would be able to lead the entire world to a higher plane) lies before our eyes in the land we inhabit. That potentiality can be translated into reality through social engineering. Social Engineering is an idea whose time has arrived.

NOTICE OF REFERENDUM

In accordance with the provisions of Article 10 of the C&BL notice is hereby given to all Members of ISE of a proposed Referendum measure.

The proposed measure seeks to override action taken at the Second Annual Meeting of ISE on September 1-2, 1951, in regard to political action and the candidacy of Gen. Holdridge for President. A group of ISE Members in Detroit, where the headquarters of Holdridge are said to be located, has brought up the proposal, which reads as follows: SHALL THE INSTITUTE OF SOCIAL ENGINEERING ENDORSE THE CANDIDACY OF GENERAL HERBERT C. HOLDRIDGE FOR PRESIDENT AND ACTIVELY SUPPORT HIS CAMPAIGN?

The CONTINENTAL EXECUTIVE COMMITTEE HELD A MEETING IN REGARD TO THE PROPOSAL ON Jan. 13th. Since this is the first Referendum in the history of ISE the Ex. Com. is anxious that it be conducted in accord with all provisions of the C&BL to set a pattern for the future. Therefore, all Members are requested to read up on Article 10 of the C&BL to familiarize themselves with procedure. Briefly summarized in points, here are the general provisions for a Referendum.

1. The proposal is forwarded to the Cont. Ex. Com. which has charge of Referendums, after which it is printed in the next issue of the NEW ANALYST.
2. Instructions are included with the first printing of the proposal directing UNITS to hold special meetings and take votes for or against approval of submission of the proposal to the general Membership.
3. Such approval or disapproval of the UNIT is indicated by a majority vote.
4. The UNIT approval or disapproval of the proposal is then sent to the C.O. Each Referendum proposal must get the approval of at least 20% of all the UNITS before it can be submitted to the general Membership for a vote.
5. As soon as 20% of the UNITS have sent in their approval on submission the proposal is again printed in the NEW ANALYST, and its columns are thrown open for a complete discussion of the proposal by all Members who may send in their arguments, pro and con, on the question.
6. This open discussion in the NEW ANALYST will continue for three consecutive issues with equal space guaranteed to both sides of the question.
7. After the third issue of discussion, ballots will be sent to all paid up Members for voting on the proposal.
8. A 30-day balloting period will be allowed. Ballots received after the 30-day deadline will be invalid.
9. At the end of the balloting period the Cont. Ex. Com. will count the votes and announce the decision in the next succeeding issue of the NEW ANALYST.

Steps 1 and 2, outlined above, are being taken with this issue of the NEW ANALYST. All UNITS are herewith instructed to take Steps 3 and 4 by holding special meetings and voting on the question of submission. REMEMBER: The vote for submission is neither a vote for nor against the proposal itself but only on whether the proposal shall be submitted to the general Membership.

HOLD YOUR SPECIAL UNIT MEETING AS SOON AS POSSIBLE, TAKE YOUR VOTE, AND SEND IT IN.

As soon as the UNITS have taken Steps 3 and 4 the Cont. Ex. Com. will proceed to complete the action. All UNIT votes for or against submission should be in the C.O. not later than February 10, 1952 for insertion in the February issue of the NEW ANALYST.

Members may send in their written arguments for or against the proposal at any time from now on. PLEASE make your argument as short and clear as possible. Let's carry this through in a responsible democratic-scientific manner.

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NEW ANALYST

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Vol. 4, No. 2
Whole No. 28
March, 1952

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EVENTS * TRENDS * PERSONALITIES

Social News Behind The Headlines

THE HUNT FOR PROFITS

by Esop Jason

> "A Dog used to eating eggs, saw an Oyster; and opening his mouth to its widest extent, swallowed it down with the utmost relish, supposing it to be an egg. Soon afterwards suffering great pains in his stomach, he said, 'I deserve all this torment, for my folly in thinking that everything round must be an egg.'"
> - Aesop's Fables, 7th Century B.C.

SOMETHING FOR NOTHING

The basic motivation of the Money-Price System is profit. Underlying nearly all the operations of our economic system is the eternal hunt for profits. Other motives are present in a subsidiary role, such as the human hunger for power, the excitement of the game of making money and the love of adventure, but the prime motive is the lust for acquisition of profits. Foster and Catchings, in their book PROFITS state: "In short, the chief urge to public activity is the profit motive." Many other Money-Price System (MPS) authorities can be cited to

(Turn to Page 3)

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confirm this point. Jerome Frank, in his book CAPITALISM AND ITS CULTURE defines profit as follows:

> Profit is not reward for service. It is not wages, salaries, or fees; almost everyone wants return for services rendered and must secure enough for subsistence. Profit is not interest on investment. It is not rent. Profit is a net surplus of a joint enterprise carried on by capital and labor which is appropriated by one party to it. Profit is whatever remains after all expenses have been paid, including insurance, salary to management, and interest on investment. In other words profit is the variable surplus of what the consumer pays over the producer's cost after the fixed charges have been met. According to Sidney A. Reeve, "Profit is a tribute... The Manufacturer says, 'Not a wheel in the factory may turn unless I get tribute from all.'"... In the sense in which we shall here use profit we mean getting something for nothing, or a return which does not come from real service.

Frank's definition agrees closely with those in the DICTIONARY OF MODERN ECONOMICS by Horton, Ripley and Schnapper, and A DICTIONARY OF ECONOMICS by Sloan and Zurucher. We can take it for granted then that profit is a tribute exacted by those who own and control the MPS. Pure profit is actually a hold-up, i.e., the getting of something for nothing.

ALWAYS WITH YOU

It has ever been thus and human memory runneth not to the contrary. The MPS has been the only type of socio-economic system (in an overall sense) that men have so far succeeded in developing. It is a type of system wherein a small minority lays claim to the natural resources by various legal, quasi-legal and illegal devices, and practices the exploitation and waste of those resources together with the human population involved for all the profit the traffic will stand. As a by-product of this system, an insufficient amount of goods and services are spread out thinly to the bulk of the human population and a civilization of sorts has been maintained over the ages, accompanied by frequent wars, military conquest, and oceans of blood letting.

In the Ancient World and during the Middle Ages money-price exploitation was largely based on chattel slavery and feudalism. The world's population was small. Production and exchange of goods and services were based on agriculture and handicraft activities. There was no science and only a primitive form of technology. The great bulk of humanity always lived in poverty, disease and ignorance without hope of bettering their condition. During this long period of perhaps 5000 years, the MPS assumed many forms. There were priestly fascisms, military empires, feudal principalities and kingdoms, aristocratic city republics, slave-based democracies, commercial oligarchies, etc. But the more forms the MPS took the more it remained the same.

Essentially, the MPS has always been and still is a socio-economic system wherein the exchange of goods and services is carried out on a monetary basis of valuation and prices determined by natural scarcity and artificial manipulation. Please note that we did not use the term "distribution" of goods and services. The MPS does not distribute anything. It is organized to buy and sell (exchange) for profit. The great lure of this system has always been the possibility of getting aomething for nothing (profits) if the game is played with proper disregard for humane considerations.

There is no question of rights or wrongs in this analysis. Our purpose is not to present another moral indictment of the MPS but to examine the hunt for profits and indicate how it is working toward the elimination of profits entirely. The harsh fact is that in the past no other type of socio-economic system except a MPS has ever been humanly or physically possible because of the inability to produce enough to go around so that all could have a sufficiency. If at any time prior to the last two generations all production had been distributed evenly among the population it wouldn't have made much difference because of the limited production possible then.

During the long, past ages of the MPS, science and technology were weak or nonexistent but, nevertheless, there was a slow and steady growth of human knowledge. This growing knowledge never interfered with or threatened the operations of the MPS. In fact, knowledge was always and still is kept under the proper control by the owners of the system and put to good work in the hunt for profits. After a long time, however, knowledge of science and technology grew to formidable proportions. About 500 years ago it flowered into the Commercial Revolution, the Renaissance, and eventually the Industrial Revolution about 175 years ago.

NEW WORLD SYMPHONY

With these developments, a new and more golden age began in the eternal hunt for profits. There were new lands to be ravished, backward populations to be conquered and exploited, new industries to be built, age-old needs to be satisfied, new wants to be cultivated. Science and technology leaped forward as on seven-league boots. Greater fortunes than Croesus ever dreamed of were accumulated. The early steam factories gave way to electrically operated plants, companies and partnerships grew into corporations and the corporations were integrated into world-girdling cartels. The whole globe was explored and exploited in the hunt for profits. Wars became more bloody and more profitable than ever.

In the last two generations, in Anglo-America (the area north of the Rio Grande) a veritable new world of technology has almost been completed within the shell of the old MPS. The ability to produce goods and services has expanded tremendously. While technology has thus been advancing and permeating the entire MPS socio-economic structure, the controlling institutions of the system, evolved in prior static ages, have remained fixed and unchanged.

This fact was already apparent at the time of World War 1. The difference in development between the advance of technology and our laggard social institutions created social tensions in the economy which led to the collapse of 1929 and the long depression of the 1930's. None of the social problems forming the background of the 1929 collapse and the depression were ever solved.

What happened was that we stumbled through the depression into a profitable war. War business, based on human slaughter, brought temporary prosperity. From an economic point of view, it was the creation of new debt (necessary under the circumstances once the necessary circumstances had been arranged) which enabled the MPS to escape the logical consequences of its unrestricted hunt for profits. The Government, by creating new debt, restocked the market with purchasing power and enabled the hunt for profits to continue. The process employed may be illustrated by an analogy.

In the frontier days of the old West an unrestricted hunt for buffalo was carried on. Buffalo were killed for meat, hides and pleasure. The vast herds that once roamed the western plains were decimated and almost wiped out. Now, imagine that the Government had come to the rescue of the buffalo hunters before they had quite extinguished the species. The Government (we're still imagining) was able to insure the survival of buffalo hunting by setting up vast ranches for breeding new millions of buffalo to be turned loose to be hunted and slaughtered. For a Government with sovereign authority, the power of taxation and the power of eminent domain, this would not be too difficult a salvage operation. Of course, the operation would have to be paid for out of taxes and bond issues (new debt). As long as such a process could be continued, buffalo hunting would be as good or better than ever.

UNCLE SANTA CLAUS

In our imaginary case the Government restocked the plains with buffalo for the benefit of buffalo hunters. In the real world, since the depression the Government has restocked the market with purchasing power for the benefit of profit hunters. Since the MPS collapsed in 1929 the Government has created new millions of customers by restocking the pockets of the bulk of the population with dollars and cents (purchasing power) created out of new debt. During the depression they called it "priming the pump."

The process of "priming the pump" has been going on ever since 1929, and must continue until the ancient MPS meets its inevitable reckoning. In economics, "priming the pump" is called the MECHANISM OF THE UNBALANCED BUDGET. The idea is for the Government to spend more than it takes in on the theory that the surplus will trickle down the economic ladder to the man on the street. He will then spend his nickels ans dimes and the industrial machine will again start pumping out goods and services. In theory, once the industrial mechanism has been restarted it is supposed to keep going on its own. In fact, once the water in a well has been permanently lowered the pump has to be primed again and again, or you have to get a new well or a stronger pump.

It's the same way in economics. Once legitimate purchasing power has been permanently lowered by the reciprocal action of technology and profit hunting the market must be continually restocked with artificial purchasing power created out of new debt. Ergo, the Government unbalances its budget and spends more than it takes in thus restocking the market and assuring the continuance of profit hunting. The only trouble with this idea is that there is a limit to it. No tree ever grows to heaven.

At the time of World War 1, the total net public and private debt of the U.S. was only about $82 billion. At the end of 1950 it rested precariously on the Himalayan peak of $464 billion. Prior to World War 1, the Federal (public) debt was insignificant. At the end of 1950 the gross Federal debt was $267 billion. No wonder we've been having "good times." They've been "priming the pump"on a grand scale ever since they caught on to the idea in the early 1930's. The Government has been restocking the pockets of consumers with purchasing power, created out of nothing but a vague promise to pay in some vague way at some vague time in a still more vague and remote future.

This source (new debt) is the deep well from which the MPS has been drawing its funds lately for capital investment in new plants and equipment. Since 1929 up to the end of 1951 the MPS has invested about $220 billion in new plants and equipment. In the same period the Federal debt rose from $17 billion in 1929 to $267 billion in 1951, for a total increase of $247 billion. Thus, we see a close relationship between the rise in public debt and the rise in investment in producer's durable equipment. The eternal hunt for profits is being subsidized by the Government to stall off a collapse of the MPS.

SPITTING AGAINST THE WIND

However, it is all in vain. There is an end to the process of promising Peter to pay Paul. The end may come at any time. Furthermore, the MPS itself is doing yeoman's work (blindly) to guarantee that the hunt for profits will be ended before too long. This is coming about through the forced introduction of ever new and better technology. That is what the MPS buys when it invests in new plants and equipment.

New technology is installed only to gain a differential advantage in the hunt for profits. New technology reduces the man-hours required per unit of production and increases the output per man-hour. The Bureau of Labor Statistics recently released a study on production trends in certain selected industries. The study is BULLETIN 1046 and shows that output per man-hour rose steeply in 27 out of 29 manufacturing and nonmanufacturing industries between 1939 and 1950. A similar rise is probably true for the whole economy, since this trend has been going on a long time.

In 1879, according to FACTORY MANAGEMENT AND MAINTENANCE for August, 1946, the investment in plants and equipment per worker was $1082. In 1939 it totalled $6134 per worker, and it is a great deal higher today. Much of this increased investment went into power equipment. In 1879, the horsepower of energy used in industry per worker was 1.25 horsepower. In 1946 it stood at 7.25 horsepower. Calculating from the increase in horsepower of energy, the magazine states that the output per man-hour of work has risen well over 500% in all industries since 1879. These calculations are conservative. The same long-term trend is revealed in many other sources of economic data.

DUTCHMAN IN THE WOODPILE

Here, then, is the factor that sooner or later is going to write FINIS to the eternal hunt for profits. The introduction of ever new technology creates ever new strains and tensions in the MPS. The background of social problems which led up to the great depression is still with us and has been tremendously enlarged and complicated by World War 11, the post-war boom, the cold war, the revolt of colonial peoples, the deepening impact of technology and monetary inflation. As the pressure of the hunt for profits increases, the investment in new plant and equipment rises. It is significant that the increasing social tensions of the post-war era have been accompanied by a greater than usual rise in capital investment. Since World War 11, the MPS has put almost $110 billion into new plants and equipment.

Industry's plans for still more new plant and equipment for 1952 and beyond are more grandiose than ever. According to a survey in BUSINESS WEEK for 2/2/52, industry actually spent almost $19 billion in 1951 and plans to spend over $21 billion in 1952, with preliminary plans for almost as much in 1953-54 and 55. As world tensions increase (as they are bound to) and as our domestic social problems worsen (as they are bound to) and as science and technology step up their impact upon the ancient money-price structure (as they are bound to) the eternal hunt for profits will become more frenzied and difficult. It will demand the exhumation of many buried patents and the installation of ever better technology.

RING OUT THE OLD

Out of this mess, a new world is being constructed within the framework of the old. This is not being done consciously by a socially aware and intelligent group of entrepreneurs working for the General Welfare but is the natural result of the development and struggle going on. Scientists, technologists, management and the entrepreneurial group are acting as the unwitting agents of a new and better America. Behind them is the compulsive force of the irresistible drive of science. A new civilization is being forged before our eyes. Many people cannot see this but it is there to be observed.

It is the business of business to hunt for profits. That is its nature. Modern capitalism (the latest stage of the ancient Money-Price System) is an outgrowth of the long-term advance of science and technology. In its turn, modern capitalism has (in the hunt for profits) acted as an expediter of the further advance of science and technology. In doing this, modern capitalism is paving the way for a higher culture, a nonmoney-price culture, a non-capitalistic culture. The whole trend of Western civilization points that way, and this is especially true in Anglo-America.

I am not here referring to the State Capitalism of the Soviet Union, nor to what is called Communism. Neither modern Russia nor the communist ideology are outgrowths of the long-term advance of science and technology. They are, instead, dead end streets of a false moral philosophy.

But there is no false philosophy about the technological structure of Anglo-America, and the scientific knowledge upon which it rests. They are physical realities. No hairsplitting dialectics are required to understand the destiny of Anglo-America. That destiny is written into its technological structure. The design of what science and technology can bring about on this continent projects itself out of what science and technology are doing now. He who observes can understand. It is not to be lightly assumed, however, that because modern capitalism is the agent and exploiter of science and technology that our private enterprisers will be willing to help usher in a better civilization. Not so. They will resist social change for the General Welfare with every means available to them. It is the business of business to hunt for profits and if the General Welfare gets in the way it's just too bad for the GW. We are speaking of the general trend of the MPS, which is to resist social change for the benefit of humanity, and not of individuals. In many cases, individuals in the ruling minority swim against the current but the MPS (like Old Man River) just keeps rolling along.

IT CAN BE DONE

The temporary alliance of capitalism and science is a shotgun wedding at best. Actually, they have little in common. The manifest destiny of science is a synthesis with the principles of democracy, with both in the service of Mankind for the General Welfare of ALL. However, there is nothing automatic about this. There is no great super-humanitarian Santa Claus who will usher in a people's paradise with painless precision. The world doesn't operate that way. It happens to be filled with contrary human beings infected with conflicting opinions (bred out of ignorance) about what their real interests are.

What we are saying is that the framework of a better civilization is here now and its potentiality can be translated into reality through social engineering. A better Anglo-America is not a sure thing. Its realization depends on having in readiness a democratic-scientific design of social operations to put in place of the ancient MPS when the latter can no longer be made to stumble along. Such a design of social operations must be in conformity with the major cultural components of our present social structure, that is, the desirable ones. Profit hunting, crime, war, ignorance, disease, wide spread hunger and need are also major components of our present social structure. It is to the desirable cultural factors to which we look for release from the undesirable ones. These desirable components are the widespread presence of science and technology and the deep rooted tradition of democracy.

It is the business of socially intelligent people in all walks of life to make a close examination of our present culture from the democratic-scientific approach. Such an examination will show the way out of our modern social dilemma. It will show how to end wars and bring lasting peace. It will lead to understanding between nations, races and peoples. It will make the introduction and installation of a democratic-scientific social system possible in Anglo-America within a short time. Such a social system (and we have all the ingredients now) can easily provide abundance, security, equal opportunity and more personal freedom for all people.

That there is a profound and basic social change imminent is now plain to most thoughtful people. However, most of them take it for granted that social change is synonymous with social progress. Not so. Social change can be regressive as well as progressive. If we wish to insure social progress we have to make it that way.

It is a heartening sign that some engineers are beginning to connect up their engineering training with the overall social problem. The following quotation illustrates (we hope) a growing point of view in engineering circles. It is taken from the INDIANA PROFESSIONAL ENGINEER for December, 1951, and is part of a talk given by engineer Frank C. Hockema before the 1951 annual convention of the Indiana Society of Professional Engineers.

> This nation has developed the greatest and most productive machinery which civilization ever knew - machinery capable of producing so much wealth that, for the first time in human history, it became physically possible for every individual to have a good living. But we engineers, especially, were so lacking in a social viewpoint that we couldn't run the machines which we had built for mass production. We couldn't keep them going, since we believed in an economy of scarcity instead of an economy of plenty, so we shut them down, and then millions of honest, industrious, and competent workers suffered unemployment, resulting in poverty, misery, and fear.
>
> Are we now prepared to use our productive capacity for the building of constructive goods in the future or will we use one-half of it always for the building of bombers, battleships, bombs, and bullets in order to maintain a high level of employment. It is my considered judgment that ENGINEERING AND INDUSTRIALISM, WITH ITS INCREASED OUTPUT PER MAN, HAS GIVEN US A GOLDEN AGE, IF ONLY WE MAKE IT SO. (Capitals ours)

Three cheers for engineer Hockema. May his tribe increase.

DEMOCRATIC-SCIENTIFIC CONCEPT

An extract from POSITIVE DEMOCRACY, by
James Feibleman, business man and Prof.
of philosophy at Tulane University.
University of N.C. Press, 1940.

"The first task in the scientific examination of politics is akin to that which a logical examination would demand: Namely, adequate definition. What is the field of politics? It is that division of the social field which concerns the public relations of individuals to some final authority or authorities. The authority, a government of some sort, is conceded willingly or unwillingly to be decisive in all affairs concerning relations between individuals, between individuals and the state, and between individuals and other states, and between the state and other states... We come then to the question of the field of politics as a science. The science of politics would be that science which is concerned with the field of politics as we have defined it... The laws of a science tend to become outdated and changed to some extent, and this fact has been responsible for the labelling of scientific laws in some quarters as relative affairs. Scientific conditions however, are not relative but absolute. Scientific laws are relative because they seldom correspond to the conditions. When they do achieve such correspondence they become absolute. There is indeed in every well-established science a growing core of absolute law which does not become changed... It follows that for every given social condition there must be one and only one proper kind of government. Of two political systems one must be nearer the scientific ideal than its rival...

"It will be seen at once that democracy is the system of politics which is nearest to the ideal of science. The shortcomings of democracy may be great, but they are not as great as those of other contemporary political choices... Democracy requires the same unconscious belief in its rationality as does science. To question the validity of democracy is to disbelieve in it, for we must not even be aware of our belief if it is to be profound enough to mean anything. Individuals in a democratic polity must be, like scientists, rationally convinced beyond reasonable doubt of the logic of democracy if it is to function scientifically...

Among the forms of government with which we are familiar democracy is closest to the demands of the method of science. Democracy principles by allowing for adequate revision tacitly admit their tentative nature. No eventual uncertainty is intended but only an experimental attitude: the seeking among relative political formulations not for one that is absolutely relative but for one that is relatively absolute. The balance, in politics as well as in all other fields which are amenable to scientific treatment, is not an easy one to maintain. Reasoning must be corrected by actual experience, and at the same time all practice must be subjected to the control of hypothesis if not law.

"Individual leadership is irrational because too authoritative; mob rule in the form of unguided mass action is irrational because nonrepresentative. The first errs against logic, the second against experience. HENCE THE TASK OF DEMOCRACY IS TO REPRESENT THE SCIENTIFIC METHOD IN ACTION by admitting no authority except reason and no collective action which is not considered. THE LAST CONCLUSION IS THAT DEMOCRACY - as it ought to be - IS THE NEAREST THAT PRESENT DAY KNOWLEDGE ENABLES US TO COME TO THE PRACTICE OF SCIENTIFIC METHOD IN POLITICS." (Capitals ours)

* * * * * * * * * *

"...any planning for a developed economy is bound to be effective only so far as it is done in the light of exact knowledge as to the existing state of that economy. It is like planning the improvement of a farm that is already in operation. Existing resources and activities should be utilized." - Karl J. Friedrich, Prof. of Government at Harvard, in THE NEW IMAGE OF THE COMMON MAN, The Beacon Press, 1950.

ORGANIZATION NEWS I.S.E.

THE HOLDRIDGE REFERENDUM

Up to date no UNIT approvals (except the one submitting the proposal) for the submission of the proposed referendum printed in the last NEW ANALYST have been received. However, four Chartered UNITS have disapproved for submission, with unofficial word from others to the same effect. The latter are expected to send in their decision shortly. Since any proposed measure requires the approval of 20% of the UNITS before being eligible for submission to the general membership as a referendum no further action can be taken at this time.

ANOTHER PROPOSED REFERENDUM

The following proposed amendment to the Constitution and By Laws is being herewith submitted by R.B. Langan for the approval of UNITS to be voted on in a general referendum of the whole membership.

It is proposed to amend ARTICLE 2-C, page 3, of the C&BL by striking out the entire ARTICLE, including all five paragraphs, and substituting for it a new ARTICLE 2-C, with three paragraphs to read as follows:

ARTICLE 2

C. MEMBERSHIP DUES

1. The Individual CONTINENTAL Membership Dues shall be 50¢ per month or $6.00 per year, except for aged persons living exclusively on old age pensions for whom the Individual CONTINENTAL Membership Dues shall be $1.00 per year. Unemployed persons and others unable to pay the regular dues shall receive special consideration. The entire amount of all Individual CONTINENTAL Membership Dues shall be payable to the CONTINENTAL Finance Department.

2. Chartered UNITS and sub-UNITS may make their own arrangements about UNIT financial support, which can be devised by accepting contributions, staging social affairs, and the levying of UNIT Dues. In cases where UNITS collect UNIT Dues the UNIT Dues shall not exceed 25¢ per month, per member.

3. In parts of the CONTINENT where DIVISION and/or AREA Boards of Administrators have been established such DIVISION and/or AREA Boards may arrange for their financial support in a manner similar to that provided for UNITS. In cases where DIVISION and/or AREA Boards collect DIVISION and/or AREA Dues the DIVISION and/or AREA Dues shall not exceed 25¢ per month, per member.

It is proposed that this amendment go into effect as soon as adopted.

PROCEDURE ON DUES REFERENDUM

The procedure for UNITS to follow in the dues referendum is exactly the same as those outlined under nine points in the last issue of the NEW ANALYST . Copies will be sent to any member on request. Better still, if you will read over ARTICLE 10, pages 20-21 of the C&BL the whole procedure will become clear. All UNITS are requested to take the above proposed amendment to ARTICLE 2-C up for consideration at their earliest convenience. Please take a vote for or against submission to a general vote of the whole membership and notify the C.O. of your decision. As soon as the necessary 20% approvals are received at the C.O. the columns of the NEW ANALYST will be thrown open for arguments for and against the proposal for three issues, after which ballots will be sent out to all paid up members for voting on the proposal.

PUBLICATIONS DEPARTMENT

A brand new pamphlet is now available from the C.O. It is entitled DESIGN FOR TOMORROW, and consists of the substahce of a panel discussion held by the Toronto, Ontario, UNIT of ISE in November, 1951.

DESIGN FOR TOMORROW is a simple presentation of the main ideas of ISE, the democratic-scientific concept of social change and approach to social problems. DFT is written in the style of a play with each character presenting his interpretation of the subject and the moderator leading the discussion. Three members of the Toronto UNIT acted as members of the panel and another as the moderator, or interlocutor.

DFT is a 24 page, pocket size booklet and sells for 25¢ a single copy or 20¢ each in bundle lots. The booklet was printed in a high class mimeographing shop and is a clear, clean, legible job. The whole piece takes only 30 minutes to read. Due partly to the style in which it is written DFT is easy to read. Reading it is like following a discuaaion on the radio or in a meeting. The C.O. has ordered and received 500 copies of DFT for a starter. As soon as the bulk of these are put out to work by the members we will get more. So, let's all get a few sample copies of DFT and start the ball rolling. The impact of each individual piece of literature like DFT is similar to the impact of a stone dropped in a quiet pond. The ripples spread out in all directions. You never can tell who may be reached.

DUES PAYMENTS

Quite a few Members have not as yet paid their 1952 dues. The Finance Department suggests that all paid up members get after the delinquent members and get them to pay up to the time when the proposed amendment goes into effect (if it does) when the CONTINENTAL Dues will be only a half of what they now are.

ADVERTISINGFOR ISE

A column-inch ad for ISE will appear in the Ziff-Davis Fiction Group of magazines for May and June, 1952. These magazines are AMAZING STORIES and FANTASTIC ADVENTURES. A similar ad will appear in GALAXY for probably the same months. Final word on GALAXY will appear in the next N.A. In addition there will probably be a similar ad, but larger, in PROGRESSIVE WORLD for three issues along about the same time. PW is a rationalist magazine and is the voice of a number of free thinking societies. PW is published at Clifton, N.J. and the sub rate is $3.00 a year. More specific information about the latter ad will appear in the next N.A. There will also be a half page ad in THE PAMPHLETEER MONTHLY for five issues starting around the same time. TPM is a buying guide to paper covered pamphlets, booklets and leaflets put out by various social organizations. TPM is a standard library guide and is used by nearly all libraries in their reference departments. TPM covers the field not covered by the READER'S GUIDE TO PERIODICAL LITERATURE. Most people have never heard of TPM but every good librarian knows about it. When a librarian can't find any reference to some paper covered literature in any other place he usually looks in TPM. TPM is published by The William-Frederick Press, 313 West 35th St., New York 1, N.Y., $2.00 a year subscription.

The point of these ads is to bring ISE to the attention of a lot of people we could not otherwise reach. Each ad is directed toward the purchase of a copy of the Orientation Course so that if enough courses are sold the ad campaign may be self-supporting and could even be profitable. If the latter happens the profits will go into more ads, and if the ad campaign is merely self-supporting it will be continued. The use of advertising and direct mail efforts is one of the cheapest and surest methods to make anything known. It may be that if you can make a better mouse trap than the other fellow the world will make a beaten pathway to your door but it is up to you to let the world know what you have.

A tremendous social change is imminent. The first rumbles can be heard in the distance now. Something is definitely happening. So, let's get ready now and let as many Anglo-Americans know about ISE as we can reach with what we have.

P.S. The ink on DFT is rub-proof.

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NEW ANALYST

INSTITUTE OF SOCIAL ENGINEERING
2623 LAWRENCE AVENUE
CHICAGO 25, ILLINOIS

Vol. 4, No. 3
Whole No. 29
April, 1952

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EVENTS * TRENDS * PERSONALITIES

Social News Behind The Headlines

TOMORROW IN THE MAKING

by Esop Jason

"Lord of the far horizons,
Give us the eyes to see
Over the verge of the sundown
The beauty that is to be."
- Bliss Carman (1861-1929)

NONE SO BLIND

In Edgar Allan Poe's classic short story "The Purloined Letter" a minister of the French Government stole a vital document from the royal apartments, for purposes of blackmail. The thief was seen taking the document and it was known that he had hidden it in his own apartment. The best detectives of Paris, with many opportunities for prolonged searching, were unable to find the letter. Yet, they were sure the stolen document was in the rooms. For certain good reasons, it had to be there. However, they could not find it and finally called in a sort of amateur detective, a Monsieur Dupin, to help them out. M. Dupin reasoned that if the police could not find the letter it must be because they were looking not where the letter could possibly be but where it couldn't possibly be. He deduced that the letter

(Turn to Page 3)

LITERATURE OF I. S. E.

LEAFLETS	SINGLE COPIES	BUNDLE ORDERS
A Clear Call	3¢ Each	1¢ Each
Articles of Fact		
Formula For Peace		
Mr. Union Man, What Now?		
Mr. Church-Goer, What Now?		
You, Science and Your Future		
Ten Commandments of Social Change		
Ten Commandments of A Functional Society		
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Design For Tomorrow	25¢	20¢
STUDY COURSE		
Six-Part Orientation Course	$1.50	(Four Copies for $5.00)
MONTHLY NEWS BULLETIN		
"The New Analyst"	10¢	5¢
	(12 Issues for $1.00)	

PURPOSE OF THE I. S. E.

To Analyse the social and economic problems of the countries of Anglo-America.

To Formulate an overall design of democratic-scientific social and economic operations that will most probably solve these problems, by providing abundance, security, equal opportunity and more personal freedom for ALL.

To Transmit this analysis and socio-economic design to the people of Anglo-America by nonsectarian, nonprofit, educational means and methods.

MEMBERSHIP AGREEMENT OF I. S. E.

I Agree with Article 12-F of the I.S.E. Constitution that both Communism and Fascism are invalid in the countries of Anglo-America, and with the prohibition of the use of the Organization of I.S.E. to advocate either of these foreign ideologies.

I Agree Further, with I.S.E. that my sole allegiance belongs to the duly constituted Governments of Anglo-America, now existing, and that I will work for Social Change for the General Welfare in harmony with the democratic processes and legal requirements of the countries of Anglo-America, as provided in the Statement of Purposes of the Articles of Incorporation of I.S.E.

INSTITUTE OF SOCIAL ENGINEERING, 2623 Lawrence Avenue, Chicago 25, Illinois.

could not be concealed at all, for no hiding place would be safe from skilled police searchers. That left only one place where the stolen letter could be. It must, then, be out in plain sight where anyone could see it and for that reason no one would notice it. The Paris detectives had labored long on the theory that the letter was concealed and because it was not concealed they failed to observe it right in front of their collective noses.

M. Dupin went to the Minister's apartment on an open, aboveboard social call and saw the letter resting in an open letter rack on the mantlepiece. While the honorable thief was busy elsewhere for a moment M. Dupin pocketed the stolen document and substituted a similar appearing letter. The next day he turned the long sought document over to the police and collected a huge reward.

EVEN AS YOU AND I

As it was with the police in Poe's story so it is with the people of Anglo-America. The police were looking for a stolen letter and couldn't find it because it wasn't concealed. The people of Anglo-America are looking for a solution to our modern social problems and can't find it because the solution isn't concealed. It's out in plain sight, all around us every day, while we search with futility up every blind political alley and dead end street of philosophy, looking for something that isn't there. Also, as in the story, a huge reward awaits us, as a people, if, as and when we find the solution to social problems, recognize it for what it is and decide to apply it.

Our collective reward for finding this solution to our common social problems is nothing less than a Democratic-Scientific Social System of Abundance, Security, Equal Opportunity and Greater Personal Liberty for ALL. The penalty for failure on our part must inevitably be an acceleration of the profascist, downgrading process now operating in our culture to a point where some sort of a status quo will surely be reached in a low type of social fascism.

For a long time a long-term trend has been at work in our culture. Anglo-America is now approaching a dividing point in the road. One way leads to a downgraded social fascism. The other leads to a superior culture the likes of which the world has not yet seen. We have the latent ability and capacity to take either road and reach either end. Our culture has plenty of native fascists (not to mention the sheep-like followers of foreign ideologies who seek to convert Anglo-America to some foreign ism) who are doing their damdest right now to push us down hill. However, our culture also has plenty of genuine Anglo-Americans, deep rooted in the concepts of democracy and educated in the principles and practices of science and technology, who don't want to be pushed down hill.

Underneath the immediate problems and short-term trends of the day, a long-term struggle is going on between the two social forces of which the above named groups are symptome. It is a struggle between the past and the future, between our ancient system of beliefs and practices, still dominant, and the emerging concepts and pattern of democracy and science. The struggle ebbs and flows like a tide with each successive upsweep of issues reaching to ever greater crisis levels. Inevitably, a major crisis will be reached. These are titantic social forces at work and they will have their way with us if we do not take over the wheel and have our way with them. About a hundred years ago John Stuart Mill (1806-1873), an English political economist, in his book PRINCIPLES OF POLITICAL ECONOMY put it this way.

> History shows that great economic and social forces flow like a tide over communities only half conscious of that which is befalling them. Wise statesmen forsee what time is thus bringing, and try to shape institutions and mold men's thoughts and purpose in accordance with the change that is silently coming on. The unwise are those who bring nothing constructive to the process, and who greatly imperil the future of mankind by leaving great questions to be fought out between ignorant change on one hand and ignorant opposition to change on the other.

BLIND ALLEYS

The solution of Anglo-America's social problems does not lie in more gadgets dreamed up by advertising-conscious business men, in more new industries conceived out of technology, in a greater population conceived out of ignorance, in never ending attempts to inculcate altruistic behavior patterns in a social system where pecuniary and other premiums are placed upon self interest and private gain, in more competition by private enterprise or in less competition by private enterprise, in more pressure organizations among minority groups, in the cooperative movement, the single tax, "honest money", or a return to the gold basis, in the war of class against class or creed against creed, in conspiracies or violent revolution against the status quo, in the closed shop, the open shop or the mixed shop, in more laws to add to the legion now in existence, in higher taxes by Government or in lower taxes, in more creation of new debt out of nothing by Federal, State and Local bodies, in inflation, deflation or stabilization of the economy as is, in more and greater monopolies, oligopolies and cartels by corporate enterprise, or in more "trust busting" by the Government, in big business giving a hand up the ladder to little business, or in little business "investigating" big business, in more widespread stock ownership among the hoi polloi making Everyman a little cockroach capitalist with a vested interest in Things As They Are, in higher tariffs, lower tariffs or free trade, in more foreign trade more foreign ideologies or foreign adventures to escape domestic social problems, nor in that most criminal futility of all, international war.

Yet, one or the other of these money-price ideas are the only proposals being currently advanced in the public press (newspapers, magazines, books, radio, movies, television, pulpit, platform and forum) as solutions to Anglo-American social problems. Truth goes begging in the market place of public opinion, unseen and unheard by the multitude while the Gods of the Money-Price System pontificate from the high places and the underlying population mills around in confusion. The well of public opinion is poisoned at the source. One thing that is badly needed in Anglo-America was well stated by the great Albert Sweitzer in his currect book PHILOSOPHY OF CIVILIZATION, in the following quotation:

> A new public opinion must be created privately and unobtrusively. The existing one is maintained by the press, by propaganda, by organization, and by financial and other influences which are at its disposal. This unnatural way of spreading ideas must be opposed by the natural one, which goes from man to man and relies solely on the truth of the thoughts and the hearer's receptiveness for new truth. Unarmed and following the human spirit's primitive and natural fighting method, it must attack the other, which faces it, as Goliath faced David, in the mighty armor of the age.

2 AND 2 MAKES 4

If the solution of Anglo-American social problems does not lie in any of the above named futilities, where then does it lie! The answer is that the solution lies in the recognition and application of a combination of the concepts of democracy and the principles and practices of science and technology. The INSTITUTE OF SOCIAL ENGINEERING calls this affiliation of ideas the Democratic-Scientific Concept of Social Change and Approach to Social Problems. Our whole contemporary culture, in spite of its money-price characteristics and institutions, is infused and suffused with a great deal of both democracy and science. These two aspects of our civilization contain the ingredients of a new and better social system.

One has only to look around anywhere in Anglo-America to see the evidence of the presence and operations of democracy and science. What civil rights we possess arose out of the democratic concept. What comforts and security we enjoy arose out of the application of scientific knowledge through technological processes. A hundred times every day, in the routine of daily life, the presence and operation of democracy and science touches upon and influences our actions and experiences. To be sure, democracy and science are subordinate to the ethics of the market place.

Ancient, commercial, money-price concepts still dominate our civilization. The result is that democracy and science are as yet imperfect and faulty in operation in many cases.

Nevertheless, they have grown and developed to their present stature and potential power within the framework of a social culture that is by nature hostile to the new concepts they generate. Democracy and science have created a new set of behavior patterns and hopes and aspirations that are in conflict with the ancient mores of the Money-Price System. The unwillingness and inability of the old system of beliefs to adapt itself, with sufficient rapidity, to the modern presence of democracy and science is the root cause of present social problems. Sociologists call it "cultural lag."

This process is continuing and the internal tensions of the present system are being aggravated. No basic remedial action has been, is being, nor probably ever will be taken under this system. This is because such action involves the necessity of favored individuals and groups voluntarily giving up their preferential advantages to the General Welfare of ALL, or of being deprived involuntarily of them. This is not likely to be done because the ones enjoying the special privileges are the same ones who control the system. Since our money-price economy and its system of beliefs and institutions are based upon and organized around a major thesis of exploitation for private gain, that is the way things can be expected to go.

WHO'S THAT KNOCKING AT OUR DOOR?

However, and nevertheless, there is great hope for and the possibility of a greater future for Anglo-America. This arises out of the presence and continuing growth and application (by necessity) of the concepts of democracy and the principles and practices of science and technology. The Chrysalis of a better social system is rapidly developing toward maturity within the shell of the present system. Whether it will emerge to realize its true destiny or be destroyed in the pupal stage remains to be seen. A good deal depends on how many Anglo-Americans can see and realize the role that democracy and science are playing around us every day.

Like Monsieur Dupin in "The Purloined Letter" we must stop looking for the solution to social problems in places where it couldn't possibly be and, instead, look straight ahead of our noses at the social phenomena taking place in plain sight. The solution lies before us and intrudes upon our consciousness, or attempts to, in the common life and activity around us. If we can develop the acuity of vision and reason to see this then,lo and behold, the solution to social problems emerges as a concomitant part of the Democratic-Scientific Concept of Social Change and Approach to Social Problems. To assist those still meandering in the jungle of money-price futilities of a political, ethical and philosophical character, I haveselected, almost at random, a few current examples of the presence and operations of the concepts of democracy and the principles and practices of science and technology. These examples are real abstracts of real cases and can be checked up on by the references given.

PREVIEWS OF TOMORROW

YOU CAN DO IT BETTER DEMOCRATICALLY

A sociological textbook, READINGS IN SOCIAL PSYCHOLOGY, by Newcomb, Hartley and Others, Henry Holt & Co., New York, 1947 contains a report of an experimental study of leadership and group life, which indicates that the democratic way of doing things is better, all around, than any other way. The study was made by psychologists, Kurt Lewin, Ronald Lippitt and Ralph K. White of the University of Iowa. They took three similar groups of children, ten to twelve years old, and subjected them to three different types of group life, group leadership and conditions. One group was set up on autocratic lines, one on democratic lines, and the third on anarchistic or laissez-faire lines.

The tests went on over a period of time, and when the results were compared it was found that the group subjected to democratic conditions and leadership was superior. The members of the autocratic group developed tension and animosity toward each other, with no signs of mutual cooperation. When the leader was removed (part of experiment) the group rapidly disintegrated. As Stuart Chase remarks in his recent book ROADS TO AGREEMENT, "The group had no inner strength." The anarchistic, or laissez-faire, group was a dud. Chase notes that it "hardly functioned at all as a group." Every child was for himself, i.e, self centered for self gain in the approved Money-Price System pattern.

The democratic group, however, in Chase's words: "were more cooperative, were keen about their tasks and showed little tension. They showed a pronounced 'we-feeling' and ran nobody out of the class. After the leader left, the group continued on its own momemtum. It had plenty of inner strength." The three groups were switched several times from one type of leadership and conditions to another to see what effect the changes would have. In regard to these switches, the report states:

> Two of the clubs (groups) had all three types of leadership. For these two groups it was possible by the techniques of analysis of variance to compare the effects of differences in child personnel and differences in all three experimental treatments. All four clubs were compared in the same way on various items of behavior for the two treatments of autocracy and democracy. It can be reported that in nearly all cases differences in club behavior COULD BE ATTRIBUTED TO DIFFERENCES IN THE INDUCED SOCIAL CLIMATE RATHER THAN TO CONSTANT CHARACTERISTICS OF THE CLUB PERSONNEL. (Caps ours)

What this latter sums up to is that, in general, it is not "human nature" in itself that causes people to behave as they do but the "social climate" in which they are forced to exist. The whole study points up the superiority of the concepts of democracy over those of authoritarianism or the laissez-faire idea. Dr. Kurt Lewin comments that: "Autocracy is imposed upon the individual; democracy he has to learn."

FRESH WATER FROM THE SEA

Man's ancient dream of getting fresh water from sea water is near realization. BUSINESS WEEK for 3/1/52, reported that a Boston company, Ionics, Inc., has announced that it has a practical method of getting fresh water from the sea on a massive scale. Ionics, Inc., estimates it can furnish almost unlimited amounts of fresh water from the sea at a cost of between 10¢ to 20¢ per 1000 gallons. Industries are now paying as high as 10¢ per 100 gallons and irrigation water in the arid West costs from 2¢ to 10¢ per 1000 gallons. It is possible that Ionics, Inc., could lower costs after more development of the process. It is said that the Ionics process could open up vast desert areas in many parts of the world to agricultural use. B.W. reports the details of the process as being secret, but something like this:

> The crux of the process is a kind of chemical separation, called ion exchange. The details are an Ionics secret. But the process is roughly this: Sea water flows through membranes (or 'filters') charged with electricity. The charges on the membranes swap places with the charges of the salt carried in the water. Thus the salt and water are separated. Two-thirds of the water comes out nearly pure, and the other third carries away the salt in the form of brine.

One point of this is that science now is just about able to guarantee an adequate supply of water for all industrial and many agricultural uses, at least in areas close to coast lines. Modern industry is a heavy water user. For instance, it takes 65,000 gallons of water to make one ton of steel. However, there is a more important point involved also. The invention of Ionics, Inc., is only an invention and not a solution of modern water problems. It will help, but what is really needed is a continent-wide plan to control the run off of all water. Secretary of Agriculture Charles F. Brannon made this point in a talk before the annual meeting of the Association of Land-Grant Colleges at Houston, Texas, on 11/14/52. Among other things, he said:

> When we deal with the use and conservation of water, we deal with a problem which does not stand by itself, but which is connected with every phase of our national and individual life. Because of this, we must be distrustful of easy answers and panaceas... Events of recent months have shown very clearly the need for an integrated over-all, national water conservation policy.

Incidentally, an over-all, continent-wide, hydrologr project would cost many billions of dollars and keep industry humming for many years, with jobs for all. In effect, that's what we're trying to do now (keep industry going, with plenty of jobs) by giving Anglo-America away to foreign countries on a heads they win and tails we lose basis. The logical result of all our foreign adventuring can only be to leave America poorer, with a high probability also of another bloody and costly world war. Construction for peace and life is better for all in the long run than destruction for war and death.

MAN-MADE VIRGIN SOIL

The secret of how natural, physical processes make virgin soil has been discovered and improved upon. A yellow powder, of the plastic family, has been developed which will rebuild the structure of worn out, hard baked clay land into the lacy structure of virgin soil in 24 hours. Crop yields are said to be increased by from 20% to 100%. The yellow powder id called Krilium and was developed by the Monsanto Chemical Co. One pound of Krilium will do the work of 500 lbs of peat moss or compost. Unlike moss, compost, or any natural humus, which are eaten by soil organisms and leached out by water, Krilium resists bacterial decomposition, and Krilium-treated soil will hold up to 30% more water while the evaporation from such soil is around 35% slower than from untreated soil. The FERTILIZER REVIEW for Jan.- Feb. and March, 1952 states that in Krilium soils: "No deterioration of greenhouse or field plots have been noted in 3 years." The same article also states:

> Krilium is not a fertilizer. It has no demonstrable plant food value. Krilium is a soil conditioner and a soil stabilizer; and in non-technical terms, it works this way: The polymer is a water soluble synthetic chemical of the plastic family. When Krilium is dissolved in water, the small particles of Krilium (negatively charged Krilium ions) have 100 or more negative charges. It is well known that unlike charged particles attract each other so when positively charged clay particles in the soil meet and touch negatively charged Krilium particles in the wet soil, each clings to the other with the fervency of young lovers in springtime. Not only are Krilium ions attracted to the positively charged clay particles, but also Krilium ions are bound to each other in the Krilium molecule. When the multitude of hungry negative Krilium ions have satiated their appetite for clay particles and can hold no more, an infinitesimally small "lump" of soil is formed. Since these "lumps" are attracted to each other because of positive and negative charge arrangements, a tiny porous soil aggregate is formed in short order.

Krilium soils resist erosion. BUSINESS WEEK for 1/19/52, states: "Land won't wash away after long and continuous downpours. Freshly worked land will 'hold' until vegetation develops." The CHICAGO TRIBUNE for 3/2/52 states: "Krilium stops erosion within economic costs in auto highway construction... Krilium is promising for irrigation areas because the soil moisture does not escape so rapidly." It is said that Krilium will also find extensive use on baseball diamonds, football fields, tennis courts and race tracks, by eliminating muddiness. The TRIBUNE concludes that: "If this man made humus becomes cheap enough, it will be one of the great agricultural achievements, ranking with the plow, harvesters, fertilizers, insecticides, and hybrid breeding." Krilium is made out of natural gas, air and ammonia. A free booklet entitled KRILIUM is available from the Editor of MONSANTO MAGAZINE, St Louis 4, Mo.

If Krilium is sold according to the established Money-Price System pattern the price will be hiked to the sky at first and kept there until the "cream" is skimmed from the market. Those able to pay the high prices will be served first. After the "cream" has been skimmed off the powder will be made available at lower prices (but still profitable) to the general market. That is the usual way private enterprise exploits something new.

If Krilium is as good as they say it is, the Government ought to take it over and put as much capital into its manufacture as has been put into atom bombs. We should get thousands of tons of Krilium, if possible, as soon as possible, and spread it over the land to stop the fatal erosion eating away Anglo-America's top soil. Come to think of it, that wouldn't be so hot either. If Krilium increases crop yields by up to 100% that would be introducing tha fatal fact of abundance which is the arch enemy of this system. You simply can't have an abundance of food under a Money-Price System and continue the system. What would happen to the farm bloc and the food speculators? They would scream so loud they'd be heard out beyond the orbit of Mars. Perhaps that's too much to expect, that is, lots of cheap Krilium and an abundance of food with an end to soil erosion, under this system.

One thing is clear. Regardless of how Krilium is exploited under the Money-Price System, the invention is now an established fact. If Krilium is not used for the General Welfare now, it will still be available when this system has folded its tent and been replaced by a Democratic-Scientific Social System. The wide use of Krilium would fit in nicely with an overall, continent-wide hydrology plan. The point to see is that the means are at hand to fertile soil and ample water for a long time to come. Just because the means are at hand, however, will not stop the annual run-off of over a billion tons of our soil every year. This phenomenon is characteristic of our present system.

AUTOMATIC FACTORY NEARER

The Dow Machine & Tool Co., of Brooklyn, N.Y. has developed an electrical robot, "not much bigger than a movie projector, and just about as simple," that eliminates the machinist and will itself operate any machine, such as lathes, millers, shapers, jig borers, or even complicated transfer machines, performing scores of operations on a part. BUSINESS WEEK for 11/10/51 states:

> All you need are a perforated paper tape, a sensor that translates the tape's message and send it to selsyn motors that, like the operator's hands, tell the machine tool what it is to do. Perforations in the tape represent the blueprint for the part to be machined. When the tape passes through the sensor, electrical contacts are made and broken through the holes to complete and break electrical circuits. It's just like the punch cards used in office machinery. This produces varying voltages in the sensor that accurately control movement of the selsyn motors mounted on the machine tool. The motors give just the right amount of movement to the machine's cutting tool and work piece.

The only manpower needed is to load and unload the machine. One man can service a group of machines being controlled by one electric robot. The robot doesn't have to be anywhere near the machines it is controlling. B.W. states: "It could be in a remote part of the plant, such as the production engineering office. In fact it would be just as easy to have a sensor in Detroit operating machine tools in Cleveland, St Louis and Bridgeport." Not only that, but, the robot is not wedded to any one machine tool but can be connected up with various tools for different type jobs; all that's necessary is to change the master tape. Factories can have a library of master tapes. These can be used singly or taken together to machine any part, or series of parts, needed.

From this we see that the only way to produce more, in a technological society, is to employ less man-hours of labor and more technology. The road to abundant production lies through the application of science. However, science is anybody's servant. It can be used by a fascist society to regiment human beings under an authoritarian dictatorship. Therefore, the use and application of science for the General Welfare is a problem in Democracy. It calls for a synthesis of the principles and practices of science and technology with the concepts of democracy, with the latter deciding the why of the application of science in the service of man and science deciding the how of its operations.

MOUNTAINS OF EVIDENCE

Our file on late developments in science, technology and democracy is far too long to cover here. To sum up the new things being introduced would require a volume a month. Here are just a few abstracts of late developments in industry. Headlines in the Chicago SUN-TIMES for 12/16/51, stated: "De Soto Sets Up 'Push Button Plant for V-8 Engine.'" The story relates that a completed engine can be turned out every minute in the new plant. Every operation is as fully automatic as it is now possible to make it. "Hand labor has virtually disappeared from the plant," states the story.

The INDUSTRIAL RESEARCH NEWSLETTER of the Illinois Institute of Technology for Feb. 1952, tells about a new fluorescent lighting system operating on a 360 cycle, instead of the conventional 60 cycle current, which increases the light available from lamps by 40 percent.

BUSINESS WEEK for 3/15/52 has a story about an all-purpose electronic office machine that will reduce the need for clerical help by 90 percent. The story is too long to go in here, but files of Business Week can be consulted in any good library.

HOW TO DOUBLE A TOOL'S OUTPUT

That is the title of a story in BUSINESS WEEK for 1/19/52. A new and simple way to cool a tool and its workpiece in machining operations consists of directing a pencil-thin stream of oil under high pressure on the pinpoint where tool meets workpiece. The jet of oil is directed from underneath the operation. In the past tool and workpiece have always been flooded with a heavy stream of oil moving down slowly from above. The new lubrication method "make possible cutting speeds three to four times faster than conventional ones without curtailing tool life. At existing cutting speeds tool life will be extended three to 12 times. " Think what this means in terms of reduction of cost per unit of output.

80% LESS ELECTRONIC TUBES - PRETTY SOON

BUSINESS WEEK for 2/23/52 tells the story of the new transistor, a crystal which is highly likely to take the place of most vacuum tubes now in use. Western Electric Co., the patent holder on transistors, has licensed the Radio Receptor Co. of Brooklyn, New York, to manufacture them. YThe transistor is a crystal of germanium sandwiched in between slivers of arsenic, gallium or indium. It performs the valve and other functions of vacuum tubes, is only a fraction of their size, and has a service life several times longer. J. P. Jordan of General Electric states that 18 transistors hooked together as rectifiers and small enough to fit into a match box could handle enough power to run a big electric locomotive. Business Week states: "About 80% of the electronic tubes now work at power levels and frequencies that are within the limits of present-day transistors. Thus transistors might replace that percentage." Bell Telephone Laboratories did the research work on transistors and sees a great future for them in the communications field.

THE DEMOCRATIC CONCEPT IN INDUSTRY

There are many other case histories of important recent developments in science, technology and democracy, but I will close with one on the actual application of industrial democracy, in a limited way, of course. In the last year in the Columbus, Ohio, plant of North American Aviation, Inc., employment rose from about 1600 to over 10,000. BUSINESS WEEK for 1/12/52, which ran the story, states:

> That's rapid expansion. And it has brought with it one of management's toughest problems: How do you pick the right people for supervisory jobs when you have to pick so many so fast? North American thinks it has the problem well licked by use of a promotion-by-vote system. In principle, the system is not new, but North American's version has two out-of-the ordinary features.
>
> * Before anyone can be promoted he has to get the nod from his fellow employees.
> * An employee who wants to be promoted is allowed to nominate himself.

Rank and file employees slated for promotion are usually recommended by their department supervisors, or the company job analyst. However, their selection must meet with the approval of coworkers of the man under consideration. This approval or disapproval is obtained by means of questionnaires distributed among the coworkers. The questionnaires cover the man's ability and how well he is liked by his fellow workers. If his coworkers vote against him, he doesn't get the promotion.

Here is a case history of the democratic-scientific concept in operation. I. S. E. has included a similar method of selecting factory supervisors and foreman in its design of a democratic-scientific social setup. I.S.E. calls it the Scientific-Election System. In this last example is clearly illustrated what I. S.E. means by stating that the framework of a democratic-scientific social system is growing up within the shell of the old Money-Price System we live under. Before our very eyes the New America of Tomorrow is being fabricated by the present operators of the present system. They are testing out the New America on a pilot plant scale and, so help them, they cannot do otherwise.

Anglo- America has no need of any foreign ideology from Rome, Moscow, or anywhere else to find the solution of its social problems. That solution is not hidden but is out in plain sight. Developments such as the ones we have illustrated (and there are many, many more such) are projecting the form of the new society, as on a screen, before our eyes. Tomorrow is in the making today! If we all do our part to make it that way, the Anglo- America of tomorrow will inevitably be a Democratic-Scientific Social System.

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DEMOCRATIC-SCIENTIFIC CONCEPT

"I know of no safe depositary for the ultimate powers of society but the people themselves; and if we think them not enlightened enough to exercise their control with wholesale discretion, the remedy is not to take it away from them, but to inform their discretion by education."

- Thomas Jefferson, third President of the U.S. (1743-1826)

REFERENDUM ON DUES

Up to date one Chartered UNIT has signified its approval of the proposed referendum on lowering the dues, as outlined in the last NEW ANALYST. All UNITS should take up this question as soon as possible and get their decision in to the C.O. Remember, the UNIT, as a UNIT, votes only for or against submission of the proposal to a general referendum and not for or against the proposal itself. The latter prerogative, i.e., voting for or against the proposal itself is reserved to the individual members. When the proposal has been approved for submission, by at least 20% of the UNITS, every paid up Member will get a ballot in the mail for voting on the proposition. So, the sooner the UNITS decide for or against submission the sooner the Members will get to vote on the proposition of lower dues.

MEMBERS IN ARREARS

Many members are behind in their dues. This is a situation that the paid up Members should not permit to continue. It means that paid up Members are carrying the whole load of ISE. This, in turn, means that the fewer who help to carry the load the slower ISE moves ahead. Therefore - but what's the use of more logic? The evidence seems to indicate that the human being is not a logical animal. However, they are not sheep either, that is, by and large although there are many people afflicted with the psychology of sheep. These are not the type who will help to lead Anglo-America out of the money-price wilderness into the promised land of abundace, etc. Sheep-like people are easily manipulated and controlled by using sheep psychology. One of the best is the "prophesy of doom and promise of salvation" technique. If this technique is used skillfully a well paying membership racket can be constructed out of abstract nothings. It has been done many times in the good old U.S.A. However, ISE does not use the "prophesy of doom and promise of salvation" psychology. The reason is because the sheep who respond to that technique are useless in a time of crisis. They are not prime movers in themselves and have no social intelligence beyond that of the herd instinct. What is needed is a strong group of people who are sure of the ground they stand on and are willing to stand upon that ground. The ground upon which ISE is built is the Democratic-Scientific Concept. This concept and the body of thought around it is imprgnable to refutation from any source in the Money-Price System. All paid up Members of ISE realize all this, naturally. That's why they're paid up. It's the delinquents we have to worry about. So, let's get after them until they are all back in good standing. The money is needed for advertising and other publicity work of ISE.

ADVERTISING OF I.S.E.

AMAZING STORIES AND FANTASTIC ADVENTURES for May, 1952, now on newstands, contain the ISE advertisement. Both of these mags will contain the same ad in their June issues. GALAXY Magazine for April, now on newstands, also has the same ad and will run it again in their May issue. Get a few copies of these mags and call your friend's attention to the ISE ad. Some orders for Orientation Courses have already been received, and more are expected. A half-page ad will appear in THE PROGRESSIVE WORLD soon, perhaps in the May issue. As soon as we hear more on this it will be publicized in the N.A.

CORRECTION OF ERROR

In the last NEW ANALYST it was incorrectly stated that Jerome Frank was the author of CAPITALISM AND ITS CULTURE. The author's name is Jerome Davis, a liberal educator who has written many good books on social problems.

PUBLICATIONS

The new ISE booklet DESIGN FOR TOMORROW has met with a good reception, but not good enough. We should get more of these into circulation as it deserves a wide distribution. If the NEW ANALYST does not appear on the dot every month do not worry about it as other things may cause delays. However the sequence will be maintained from one issue to another even if they don't appear every month.

THE AMERICAN CREED

by M.H. Hedges

Mr. Hedges was formerly head of the Research Dept. of the International Electrical Workers Union, and is now an adviser on labor relations for the Department of State. The Creed is given as reprinted from FRIENDS OF THE PUBLIC SCHOOLS OF AMERICA, in its February, 1952 issue.

We believe in the efficiacy of slide rule, gage, micrometer, in graphs, blueprints, architectonic design, and engineering daring.

We believe in the majesty of science, tool of the intellect, forged painfully in the grind of the ages, first in stardust, then fire, then slime, then flood, but shaped to man's uses in transcendence of his environment.

We believe in the ability to predict in the present viewed as a past, and the future as a present.

We believe in the hard, cruel, rough-and-tumble of making a living, in the dignity of labor, the passion of creation, the equality of human beings joined in an enterprise.

We believe that good must be common good, truth must be social truth, beauty must be accessible to all men.

We believe in competition without the cutting of throats; capital without piracy; labor without rackets; in freedom and in control; in democracy and in discipline; in energy and in techniques.

We believe in the iron age and in the age of steam; in the electric age; in the chemical age; but above all in the age of relations of man to man; of group to group; of nation to nation, balanced in ethics.

We believe in things: In bread, clean sheets, bathtubs, electric gadgets, radio, automobiles, plastics, as the inalienable right of all men. And believe in ideas as the profound dynamics of the unfolding race.

We believe in the pedagogy of experience - in the salutary lesson of necessitous war effort revealing our collective power to produce and produce beyond all fixed goals so that a new standard of living has been created and remains ever possible of stable achievement.

We believe that man single is a soldier defeated. That man collective may solve all problems of his complex world - or failing, may find solace in common sharing of defeat.

We believe in the community, one and indivisible, integrate, and representative; shaped and reshaped continuously, by individuals, groups, industries as an entity, with claims upon all in order that the good life may be attained.

We believe in this Republic, experiment of the ages, product of the strong, filled with a senseof manifest destiny - streaming as down out of heaven from the city of God.

NEW ANALYST

INSTITUTE OF SOCIAL ENGINEERING
2623 LAWRENCE AVENUE
CHICAGO 25, ILLINOIS

Vol. 4, No. 4
Whole No. 30
June, 1952

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EVENTS * TRENDS * PERSONALITIES

Social News Behind The Headlines

LOOKING FORWARD

by Esop Jason

> "What is the teaching of history, but that great national transformations, while ages in unnoticed preparation, when once inaugurated, are accomplished with a rapidity and resistless momentum proportioned to their magnitude, not limited by it... As an iceberg floating southward from the frozen North, is gradually undermined by warmed seas, and becomes at last unstable, churns the sea to yeast for miles around by the mighty rockings that portend its overturn, so the barbaric industrial and social system which has come down to us from savage antiquity, undermined by the modern humane spirit, riddled by the criticism of economic science is shaking the world with convulsions that presage its collapse."
> --- Edward Bellamy, author of LOOKING BACKWARD, in a letter to the editor of the Boston TRANSCRIPT, March 30, 1888.

THE MORE THINGS CHANGE...

Edward Bellamy wrote his two masterpieces, LOOKING BACKWARD and EQUALITY shortly before the dawn of the 20th Century. The first book was

(Turn To Page 3)

LITERATURE OF I. S. E.

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PURPOSE OF THE I. S. E.

To Analyse the social and economic problems of the countries of Anglo-America.

To Formulate an overall design of democratic-scientific social and economic operations that will most probably solve these problems, by providing abundance, security, equal opportunity and more personal freedom for ALL.

To Transmit this analysis and socio-economic design to the people of Anglo-America by nonsectarian, nonprofit, educational means and methods.

MEMBERSHIP AGREEMENT OF I. S. E.

I Agree with Article 12-F of the I.S.E. Constitution that both Communism and Fascism are invalid in the countries of Anglo-America, and with the prohibition of the use of the Organization of I.S.E. to advocate either of these foreign ideologies.

I Agree Further, with I.S.E. that my sole allegiance belongs to the duly constituted Governments of Anglo-America, now existing, and that I will work for Social Change for the General Welfare in harmony with the democratic processes and legal requirements of the countries of Anglo-America, as provided in the Statement of Purposes of the Articles of Incorporation of I.S.E.

INSTITUTE OF SOCIAL ENGINEERING, 2623 Lawrence Avenue, Chicago 25, Illinois.

published in 1888 and the latter in 1897. That was about 60 years ago, a long time as time is reckoned by the average length of a man's life. Yet, it is also only a short time ago as time is reckoned in the average length of a culture. A man may live for three score and ten years. A culture may live for thousands of years. "The barbaric industrial and social system which has come down to us from savage antiquity" has seen several hundred 60-year periods come and go without any fundamental alteration of its basic money-price characteristics.

However, while money-price concepts still control human society today as they have for thousands of years, it cannot be said that society has been entirely static during that time. In the long process of social evolution numerous social changes have taken place. These have been of a superficial nature, not seriously affecting the money-price holy-of-holies. More of these superficial social changes have occurred since Bellamy's time than in all previous history. Also, since Bellamy wrote, a great deal more new science and technology has been introduced into use than in all previous history put together.

In combination, the new science and technology and the superficial social changes introduced since Bellamy have set the stage for the first far-reaching social change forward in the long history of Mankind. The World, and particularly Anglo-America (the area north of the Rio Grande) is now near the verge of a possible basic social mutation.

It took the ancient World several hundred years to decay, or change, into the medieval darkness of the Middle Ages. It took the feudalism of the Middle Ages several hundred years to progress into laissez-faire capitalism. But, it will not take modern capitalism very long to change into something better, or worse. The superficial social changes of the past took centuries to accomplish because transportation and communications were geared to the speed of men and horses and the passage of news to person to person communication. Men waged long, leisurely and frequent wars which were also geared to the speed of men and horses and the killing power of person to person combat. Literacy was a monopoly of the priests and nobility. The great masses of people were in constant ignorance, completely subject to all the propaganda and superstitions visited upon them by the "better elements" of society. Technology made the first carck in this age old iron curtin with the printing press, about the middle of the 15th Century.

During the long past, the people as a whole lived on the land. Production was a handicraft-agrarian thing, changing but little over the centuries. The population of the world was not too numerous for the means of production. People fought and died in civil, religious and national wars. They succumbed to drouth and pestilence. But there was always the land, not overcrowded, in which their culture was rooted, to sustain them. Social struggles came and went. Revolts, revolutions and reformations rose, levelled off and died away. Great dreamers and humanitarians arose and offered new concepts and inspirations. However, the more social life seemed to change the more it remained the same. The ancient Money-Price Social System has learned a lot of new tricks over the ages but has remained stead fast to the money-price concepts handed down from antiquity. When basic social crisis comes to this culture, it will come, according to all the signs, quickly and accompanied by all the factors making for an unparalleled destruction of life and property. No one knows how it may come because the system is so weak in so many places that no one can foresee at what point the break may occur, or when.

This event may come unheralded because there is so little scientific knowledge being disseminated on the unvarnished operations of our culture. The truth about us and our social system is buried beneath mountains of pollyannaish, moneyprice propaganda. The majority of us are ignorant of the real forces operating in our society. The facts are available to all but it is extremely difficult to bring them within reach of all under a money-price setup. As a result, as a people, we are unprepared for basic social change. That, however, will not stop it. Ignorance of natural law is even less of an excuse in the physical world than in the domain of legal hocus-pocus.

HORSE OF ANOTHER COLOR...
Bellamy wrote at the beginning of the "third-stage" of the industrial revolution, about 1890. Most of the above, in relation to the past, was still true in his day. For instance, around 1790 about 95% of the people in the U.S. lived on the land, subsisting by handicraft-agrarian methods similar to those prevalent in Europe 2000 years earlier. By 1890, when Bellamy wrote, about 50% of the U.S. people still lived on the land. The age of the giant industrial enterprise of today was just beginning. Today only about 18% of our people live on the land and a complex and tenuous technology surrounds us on all sides. Today the land is no longer a refuge to which the great mass of people can return in a time of social crisis. Our culture is no longer rooted there. It is now rooted in science, technology and democracy.

Science is the basic knowledge we have acquired. Technology is the know-how of applying that knowledge in the production and distribution of goods and services. Democracy is the indispensible solvent of harmonious human relations. Democracy is to human relations what correct lubrication is to a complex piece of machinery. Today's technological culture, though still subject to ancient money-price concepts and rules, is, in growing aspect, unlike yesterday's handicraft agrarian system.

Our culture today, in Anglo-America, has three priceless characteristics not possessed by any earlier stage of human society. These are shared, to a great extent, but not the same extent, by all Western nations and are being reached out for by all backward peoples everywhere. These characteristics are: (1) A vast and growing body of scientific knowledge; (2) the technological ability to produce abundance; and (3) the principles and methods of democracy, or the simple idea that government of the people must be by the people for the people.

In modern life, two sets of social concepts and behavior patterns are warring for control of society. The old money-price concept of private ownership and exploitation of public necessities is opposed by the new concept of public control of public things with private ownership of private possessions. The old concept of more rights with less duties for the few is opposed by the new idea of equal rights and duties for all, with special privileges only as a reward for special social accomplishments. The old concept of dog-eat-dog competition in an artificial framework of compulsory social conflict has met the scientific idea of natural biological competition in a harmonious social framework of collective cooperation. The old has met the new. The past has met the present. The old must give way and the past will have to retreat to the pages of history, where it belongs. Society and all its usufructs belongs to the living, all of them, collectively.

Already, a new world is in the making, within the house of the old, and the making is almost finished. On the productive side, in the field of goods and services, advances in the physical sciences have resulted in a technological mechanism now capable of providing economic abundance and security for all. On the ethical side, in the field of human relations, advances in the social sciences have resulted in a body of social "know how" now capable of providing equal opportunity and greater personal liberty for all. This development was just getting well under way when Bellamy wrote and his projection of a new America was limited accordingly. Today, with our greater knowledge and ability, we can project the future with greater accuracy because a great deal of the future social system is already in operation now.

The social problems of Anglo-America can never be solved by the European ideologies of communism or Fascism. Our problems will yield only to a scientific analysis of the real operations of Anglo-American culture and, in the spirit of its democratic traditions, plus the requirements of its technological structure, to a projection and amplification of the best of our present-day operations into the design of a better social system. This job is now being done, piece by piece, by various students and social scientists. In the last five years, many notable contributions have been made to the concept of a new social order by American economists and social scientists.

"MADE IN U.S.A."

Among the most fruitful of these recent social studies is that contained in The New Society by Peter Drucker, Harper & Brothers, 1950, $5.00. Peter Drucker also wrote The End of Economic Man, Concept of the Corporation and The Future of Industrial Man. He is a leading student of American economic and social problems. The New Society is a study of the anatomy of industrial order, a study of a new institution, the giant industrial enterprise, and a new principle of social order, mass production, which are behind and at the base of an emerging social system, a new kind of society in North America.

Drucker's book is not an outline of a new social system, in a Utopian vein. It is not socialistic, communistic or fascistic. It is a scientific study of the functional operations of present-day industrial society, and of the principles and problems of industrial order. Drucker reveals how these principles and problems are being recognized and met by the public, by government, by management and unions. He also points out how the central principle and problems of an industrial enterprise are much the same in Capitalism, Socialism, or Communism.

Drucker's thesis is that modern industry is creating new social institutions. His major concern is to teach capitalism how to adapt itself to the requirements of mass production and technology. In so doing he offers illustrations of many basic principles underlying the New Society, which can, and will, be applied in a Democratic-Scientific Social System after capitalism has amply demonstrated its failure to adapt itself to the impact of technology.

Drucker states that the world revolution of our time "is not Communism, Fascism, the new nationalism of the non-Western peoples, or any of the other 'isms' that appear in the headlines." All these, he states, are "reactions to the basic disturbance, secondary rather than primary." Drucker goes on:

> The true revolutionary principle is the idea of mass-production. Nothing ever before recorded in the history of man equals, in speed, universality, and impact, the transformation this principle has wrought in the foundations of society in the forty short years since Henry Ford turned out the first "Model T."

Drucker points out that the mass-production principle is not confined to manufacturing but is applicable to nearly all lines of production, in services as well as goods. He states:

> It is not only the most revolutionary principle of production man has ever found but also the most general. The mass-production principle is not a mechanical principle. If it were, it could never have been applied beyond manufacturing, and independently of assembly line, conveyor belt and interchangeable parts. It is a social principle -- a principle of human organization. What was new in Ford's plant was not the organization of mechanical forces, but the organization of human beings performing a common task. And this explains the shattering impact of the new principle on traditional cultures, on the relationship between man and society, and on the family.

The world revolution being spread by mass-production technology will continue to spread. Drucker states: "Behind it are two of the most powerful agents of social change: the desire for a higher standard of living, and the need of defense -- that is, the desire for a higher standard of warfare." Industrialization and mass-production will bring about a more fundamental social change in the world than occurred when the human race shifted from a nomadic hunting economy to an economy of settled farming.

FREE MAN OR SLAVE?...

The social and political crisis brought by mass-production is world-wide, but most acute in the U.S. Drucker points out that the responsibility for solving the present world crisis rests with the U.S., because it has the development required for a solution and because its position is the most precarious of all nations precisely because of its advanced technology. He thinks that the U.S. has only a few more years at best, in which to find a solution. The U.S. is the world's leader in technoloty but, says Drucker:

> We have not developed the social and political institutions to go with this technology. But precisely because mass-production technology is a corrosive acid which no pre-industrial culture or social order can resist, the world requires a working model of the political and social institutions for an industrial age. Without such a model to imitate and learn from, the mass-production revolution can only produce decades of world war, chaos, despair and destruction. If the model is not furnished by the West, if it is not a model of a free industrial society, the model will be that of a slave industrial society.

The U.S. is in the best position to furnish the model of a free industrial society because of its technical leadership, its military and economic power and because it still stands for the basic ideals of the Western World. But Drucker warns:

> If this country, however, fails to serve as a working model, if it does not succeed in developing at home a functioning and free industrial society, our very technological leadership will bring catastrophe to the world and to ourselves. It will lead to the acceptance, on a world-wide basis, of institutions and beliefs unacceptable and deeply hostile to the basic beliefs and institutions of the American tradition and to the tradition of the West. In such a world, the United States could not maintain its own institutions and perhaps not even its independence. No amount of military strength, no success of anti-Communist diplomacy, no Marshall Plan, could in the long run prevent this. These, however necessary and beneficial, are stopgaps and futile in the end unless they are followed up by that assertion of world leadership which only the successful development of a Constitution for a Free Industrial Society can provide.

THERE 'OUGHTA' BE A LAW...

This sounds wonderful, and is. The only catch to it is that the Free Industrial Society that Drucker envisages is a reformed-type of laissez-faire capitalism. He would have private enterprise recognize the realities of industrial order and its own obligations to society and remake itself into a New Society while still retaining its essential Money-Price characteristics. With due respect to Peter Drucker and his great study, the Institute of Social Engineering must differ with this conclusion. Drucker points out carefully, on many points, how the U.S. has everything it takes with which to build a new social order. At the same time, his position is that we need not actually build a new system with the materials at hand, but instead use those materials to patch up the old system so extensively that it will ultimately be patched into a New Society.

It is as if a man living in a creaking old shack would wake up one morning and find that during the night a fleet of trucks had delivered and unloaded in a vacant lot next door all the building materials for a new, modern house. Included with the materials were the necessary blueprints and a large drawing account on the local bank for all the funds needed for labor, land, etc.

Upon looking at all this pile of stuff, our foolish man jumped up and down with glee, crying, "Goody, goody, I can now fix up the old shack until it's as good as new."

I don't want to be unfair to Drucker. He may honestly think that capitalism will, or can, evolve or remake itself into a new and better social order. My point is that nothing of a similar nature has ever happened before. We have no record of any basic social change forward since the earliest civilizations. No ruling class has ever willingly given way to its successor. The agents of social change are physical events and conditions, not men. Men may study physical events and conditions and prepare for them if they are farsighted and socially conscious enough. But history gives us no examples of any ruling class that ever demonstrated such farseeing social consciousness and intelligence.

SOCIAL SCIENCE AT WORK...

The part of Drucker's book which I have dealt with is only a small part of his detailed study of the modern industrial order. The whole is many times worth any time devoted to its mastery. He shows clearly that the modern industrial enterprise is the basic institution of the emerging social order and that our entire culture must be organized and set up around it. In his analysis of the relations between unions and management, Drucker sustains and amplifies the democratic-scientific concept of social operations. In fact, Drucker gives a fairly complete recipe, in many respects, for a new social system.

The Institute of Social Engineering, agrees with almost all of Drucker's analysis and conclusions regarding the operations of industrial enterprise and the position of the human factor therein. The only fault we find in the book is his failure to call for the deliberate designing of a new social system around the principles he illustrates. He leaves that to the free will of those presently in control of society. What they will do about it may shock Mr. Drucker into a more advanced position in the years to come. For Peter Drucker is no apologist for the status quo. He is a social scientist doing his job as well as his Money-Price System conditioning will permit. We can certainly find no quarrel with the following:

> To be livable, any society today must be a free society. In the age of the total state, freedom has become indivisible - just as peace is in the age of total weapons. Whether industrial society will be free or slave will depend primarily on the relationship of the State to enterprise and plant community. If the central government is in complete and direct control of enterprise and plant community, freedom is not possible. It is precisely this control that makes the modern tyranny a 'total' tyranny; there is no resistance against such a State and no meaningful sphere of privacy, let alone of freedom. At the same time, the autonomous enterprise and the autonomous plant community are the firmest bases on which a free society could be built. Indeed, free society today requires the autonomy of enterprise and of plant community.

Here, as Drucker says, is the core of the problem. The function of production and distribution of goods and services must be autonomous. It must be divorced as completely as possible from the political power of the State. This autonomy and divorcement of politics and production is the central pillar of the Institute of Social Engineering's design of a new social system. There must, of course, be overall integration of the whole, and this is provided for in the I.S.E. design.

DAVID AND GOLIATH...

All of the above is not really a review of The New Society. It would take another book to properly review Drucker's book. My main point has been to illustrate that there are a number of social scientists now tackling the problems of a new social order. This is all piecemeal work, as yet, and they are working independently of each other. That's the bad feature about it. What is needed is a collective effort to integrate all the social knowledge bearing upon the problem. This is what the I.S.E. is attempting to do, with severely limited resources. The necessity for a thorough integration of social knowledge about the real operations of our social system lies in the fact that a design of a better social system cannot be drawn up without it. Unless based upon actualities now existing, any design of a new social system can be nothing but Utopian. The I.S.E. is not interested in Utopianism as such. Bellamy's great works are not guides to the construction of a new society, but great inspirations toward such a goal. Any design that will be useful as a guide in a time of crisis must be germane to our present culture. It must rise out of that culture and be a projection of it.

Most importantly, such a design must be solidly rooted in the democratic-scientific concept of social change and approach to social problems. By this concept and approach, the I.S.E. means the view that real progress consists of advances in applying the concepts of democracy and the knowledge of science for the General Welfare of all. It includes the realization that the solution of present-day social problems can be found only in a correct application, in synthesis, of democratic concepts and scientific principles, but that this is impossible under a Money-Price System because the fullest advance of democracy and science is incompatible with such a culture and that a basic change-over from a Money-Price Social System to a Democratic-Scientific System is, therefore, necessary. The democratic-scientific concept is not derived from political Socialism, Communism or Fascism. It is derived from the operating realities of Anglo-American culture.

We do not have a century or a generation in which to get a new social design ready. From the looks of things around the world and here at home today, we'll be lucky to have a few years left. As intimated previously, when a basic social crisis comes to modern capitalism, it may come and pass in a short period of time and be of unparalleled destructiveness. The happenstance, slow evolutionary social change of the past is incompatible with our technological age. Some reasons are as follows:

1. Our culture is no longer rooted in the land. In atime of great social crisis most of us cannot go back to the farm and sit it out. Most of us are dependent upon the uninterrupted operation of technology in its various forms. We'll have to resolve a basic crisis quickly or most of us will perish.

2. An economic breakdown, a severe deflation, could easily bring our industrial system to a dead stop in a short time. It almost happened in the 1930's.

3. Atomic warfare could easily destroy the unity and basis of our culture by destroying our technology. Organized social life could quickly degenerate into isolated local groups of warring tribes.

4. Violent revolution or civil war could do the same thing in short order. The best recipe for a speedy return to barbarism for all of us is for some of us to engage in the ancient Money-Price sport of killing each other off and destroying property. If either warfare or revolution goes on to any extent in the area covered by the U.S. and Canada, any basic change forward will become impossible by the destruction of technology and trained personnel (upon which a basic change depends). We will then all slide backward into a new Dark Age.

5. Another eventuality that could bring disaster would be a fascist coup-de-tat. If, in a time of basic social crisis, fascism could

seize power it would freeze a miserable status quo. With control of the Armed forces, of science, communication, transportation and jobs, this would be possible. That's another way we could slip back to the Dark Ages, the "slave industrial society," warned of by Peter Drucker.

6. None of the above eventualities constitutes a basic social change forward. They are all retrogressive and destructive. Something along those lines, however, is bound to occur if we are not prepared beforehand. If we trust to muddle and fuddle to lead us out of the hell of a basic social crisis, we are foredoomed. The only sure way to guarantee survival and a basic social change forward is to be ready with the design of a better social system. If such a design is ready, a major social crisis can be resolved quickly in peace.

SOCIAL ENGINEERING WANTED...

The tenuousness of modern technology, the inter-racial religious, cultural and economic strains of our society, the danger of authoritarianism, and the deep hopes and high aspirations for a better life, all dictate the absolute necessity of accomplishing a basic social change forward peacefully and with the full knowledge and consent of the people. It's a matter of simple arithmetic. Moreover, the same factors dictate that such a basic social change forward must be accomplished deliberately and by following a design.

No man on earh, however wise and benevolent, is qualified to be a dictator in such a social change. The job simply is too complex. An overall, written design of a new social system, approved by referendum vote and administered by the legally constituted Government must be our only leader. Democracy and Science both dictate that we must follow a method and not a man. Then we can go ahead and move out from the old and into the new with a minimum of civil and economic disturbance. In fact, it is physically possible to build a new society within and around the old, with both in operation concurrently, as long as necessary, while moving steadily from the old into the new, according to a schedule. When the scheduled operation has been complete, according to design, the old Money-Price System, as we know it, will have ceased to exist and we'll all be living in a modern, up-to-date society.

Running throughout this article is the postulate that a basic social crisis will occur, making a basic change-over necessary. A postulate is a self-evident statement. The record shows that every ruling regime in history has resisted progress until it could resist no longer and was forced to give way to a change forward. There is nothing in the record of modern capitalism to warrant any medals for humanitarianism or interest in the General Welfare of all. Ergo, a basic social crisis is a distinct probability. If this is correct, then it is simple logic to insure ourselves, collectively, against such a basic crisis.

A design of a better social system is actually a collective insurance policy against social chaos and breakdown. If, as and when such a crisis comes, the mere existence of a democratic-scientific social design can be a guarantee of survival and a guide to a higher civilization. In my mind, it all adds up.

The academicians claim, of course, that it is impossible to design a culture. They say, with superficial correctness, that cultures are products of evolution, not design. The academicians forget that human society has been monomorphic (having one essential form) all throughout human history up until the gradual accumulation of knowledge had flowered into the industrial revolution and the rise of democracy. Since then, a new and better culture with new and better embryonic social institutions (in contradiction to all past experience) hasbeen growing up within the shell of the ancient monomorphic social system. During the long period when society remained much the same, it was not possible to design a new social system because there were no alternative social institutions to the ones in existence. Indeed, during that period, no alternative institutions were possible because there was no alternative way of life to the handicraft-agrarian way.

Today, this is almost completely reversed. There is an alternative and much better way of life at hand for all. Science, democracy and technology have been constructing the skeleton of a better system within the old. The two ways of life are actually operating concurrently and are in constant conflict. There is little chance to compromise this conflict. It is a basic division between two ways of life. There is no chance to reverse the trend now going on. No one wants a moratorium on democracy and science, except the fascists. What most of us want is more democracy and science, with the better life they can bring.

Out of these facts arises the possibility of and the necessity for a design of a new social system. The necessity itself dictates that the job must be gone at deliberately and with complete understanding of the what, why and how of the whole matter. If we know what has to be done and why it has to be done, the how of doing it will not be too hard. That is real social engineering for a new society. The preparation of the design itself is a tough job. In fact, it's so tough as to constitute a challenge to every social scientist in Anglo-America. This challenge extends to every individual Anglo-American to do his or her full share to help usher in the New America of Tomorrow.

ORGANIZATION NEWS OF I.S.E.

DUES REFERENDUM

The referendum on lower dues is going through the C&BL process. One more publication notice will appear in the NEW ANALYST, when ballots will be sent to all Members for voting on the question. So far no objections have been received, and no letters either pro or con on the subject, except the statements in favor which came with the UNIT notices of action. If any Member wants to get his say in on the subject before the voting it is high time to send your contribution to the C.O.

ADVERTISING CAMPAIGN

Our ad campaign has been fairly successful. We have sold a large number of Orientation Courses and obtained several new Members out of it. From a financial standpoint, however, it has done little more than break even. Our next ads will appear in the CCF NEWS of Canada. The CCF is the Cooperative Commonwealth Federation and is the official opposition party in most of Canada. The CCF is made up of people who want a new social system. The I.S.E. will, no doubt be able to distribute a good many courses and get some new Members, besides making ourselves known by advertising in the CCF NEWS. Dates of appearance of the ads will be announced in the next N.A. If any I.S.E. Member feels compelled to contribute financial aid toward the I.S.E. ad campaign it will be welcome.

DUES AND LITERATURE DISTRIBUTION

Many Members are behind in dues. Now is a good time to get those dues straightened up. UNIT Officers should take care of this a little better than they are doing. After all, dues collection is their job not the job of the C.O. The C.O. has a large supply of DESIGN FOR TOMORROW on hand. We've got quite a sum tied up in these copies and they should be out working for I.S.E. Every Member can buy literature from the C.O. and either sell it for enough to cover postage or give it away. Come on guys and gals, let's do a little more pulling together.

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NEW ANALYST

INSTITUTE OF SOCIAL ENGINEERING
2623 LAWRENCE AVENUE
CHICAGO 25, ILLINOIS

Vol. 5, No. 5
Whole No. 31
September, 1952

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EVENTS * TRENDS * PERSONALITIES

Social News Behind The Headlines

AFTER THE CONVENTIONS - WHAT?

By Esop Jason

> "The rule is jam tomorrow, and jam
> yesterday, but never jam TODAY."
> "It MUST come sometimes to 'jam
> today'," Alice objected.
> "No, it can't," said the Queen.
> "It's jam every OTHER day: today
> isn't any OTHER day, you know."
> --From Alice In Wonderland
> by Lewis Carrol

IN THE SWEET BYE AND BYE

The two major branches of the political arm of the U. S. Money-Price System have met, cogitated, concocted, and adjourned sine die. For the two weeks of the 1952 political Conventions at Chicago, an amazon of adjectives flowed along the air waves. The two parties blasted away at each other, for all the world as though they meant it. Every session was opened

(Turn to Page 3)

LITERATURE OF I. S. E.

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"The New Analyst"	10¢ (12 Issues for $1.00)	5¢

PURPOSE OF THE I. S. E.

To Analyse the social and economic problems of the countries of Anglo-America.

To Formulate an overall design of democratic-scientific social and economic operations that will most probably solve these problems, by providing abundance, security, equal opportunity and more personal freedom for ALL.

To Transmit this analysis and socio-economic design to the people of Anglo-America by nonsectarian, nonprofit, educational means and methods.

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INSTITUTE OF SOCIAL ENGINEERING, 2623 Lawrence Avenue, Chicago 25, Illinois.

with an unctuous and wordy prayer to God in HIS Heaven. Not only that, but every orating politician repeatedly enlisted God on his side of the "battle."

Even the conservative CHRISTIAN CENTURY protested against all the praying indulged in. Said this paper:

> The length and especially the substance of many of these prayers indicate that they were designed for human, not divine ears. God is not a Republican...or a Democrat. He is not even an American, shocking as it may seem to say it, and it is just possible that HE thinks no more of the 'Star Spangled Banner" than he did of the battle cries of the Philistines or the war whoops of the Navajos.

After indulging in two weeks of superficial cogitation, backroom conspiracies and traditionally evasive concoction, what did these pillars of the money price-system come up with? Did they come up with a formula for stopping inflation? NO! Did they come up with a formula for restoring purchasing power to the dollar? NO! Did they come up with a formula for lower taxes? NO! Did they come up with formulas for improving public health, broadening education, increasing good housing, protecting youth, eliminating economic security? Not so you could notice it.

Did they come up with a formula for stopping the Cold War? Was any scientific proposal advanced to promote understanding and tolerance among nations with conflicting ideologies, such, for instance, as the Institute of Social Engineering proposal for "Exchange Meetings Between Peoples"? Was any program advanced to assist the backward peoples of Asia who are struggling toward democracy and a fuller life? Was any project launched to put a halter on the top 10 percent of our population who get over 30 percent of the total money income, who own over 65 percent of all the total personal liquid assets, and who have accumulated over 70 percent of all the net saving? The answer is NO, again.

Was anything proposed to stop U. S. private bankers (debt merchants) from manufacturing money out of nothing by means of "book investments" which is chiefly responsible for inflation? They didn't get even a slap on the wrist. I could go on and ask about many other vital social problems that were slurred over or not even mentioned by the politicians. For instance, the creeping clericalism in our Government, the widespread corruption in high Government, the growing power of gangasters behind the scenes in local governments, the astronomical national debt, the St. Lawrence Seaway, the badly needed overall U. S. flood control project, the building of some real highways, and a hundred other things needed by the American people.

What was done about them? What was said about them? The answer is little or nothing. Oh, yes, they did adopt platforms. At each quadrennial political circus, a platform is adopted. It is traditional. That's the gimmick that catches the votes. But like the gimmick of the street corner "medicine man" when you examine it closely, it's a fraud. The real platform both parties adopted can be summed up in the words of the huffy Queen in Wonderland: "The rule is jam tomorrow and jam yesterday, but never jan TODAY."

BIRDS OF A FEATHER

In itself, the idea behind a political convention, i.e., to work out a set of principles and nominate candidates to further those principles, is not a bad idea. If all segments and economic levels of the population were represented, such a convention could make some claim to validity. As it is, the great majority of delegates are either professional politicians, business men or lawyers. Thus, we have the spectacle in free America of Soviets of three minority groups laying down principles (platforms) and choosing candidates, by which the whole population is to be governed. It is said that even in Russia the Soviets are more widely representative of the whole people.

During the Democratic Convention, a Chicago paper came out with a story (with list of names) that over 100 millionaires were attending that meeting as delegates. Now, I would like to ask all those still working on the job of piling up their first million (over 99 9/10% of us) just how much true representation for the people as a whole can be expected from millionaires? Not that it isn't perfectly legal to be a millionaire under the money-price-system. That's not the point. The point is that here we have an actual, current instance of a small minority, who have managed to reach the tip-top of the social system, claiming to know what is best for the underlying population over whose lives they clawed their way to eminence. The lion claims to know what is best for the lamb!

Each of the two conventions nominated a candidate for the Presidency. By a fortuitous combination of circumstances, arising out of the trend of national and world events, each convention chose as its candidate a man of vastly greater stature than the party he is to represent. Both Stevenson and Eisenhower, as individuals, are outstanding examples of integrity, intelligence and money-price-system success. But that's not the point here, either. One man, even a United States President, cannot do much by himself.

There is a saying in the prize ring that a good big man can always lick a good little man. In the world of politics and government, Congress is the good big man and the President is the good little man. Every U. S. President since Cleveland in 1895 has favored and most have urged passage of the St. Lawrence Seaway project, and every Congress since that same time has killed the proposal. There are other examples also. In the sacred name of Democracy, Congress, for generations, has authorized those most anti-democratic practices, the filibuster and the rider, which have been used innumerable times by the forces of reaction to kill measures for the General Welfare and to sneak over measures against it. Look how the Republicrats (reactionary Republicans and Democrats) have, in recent years, sabotaged FEPC and prevented the protection and extension of civil rights.

THE UNWRITTEN LAW

But why go on with the indictment. The list of money-price-system failure to solve social problems is overlong already. In theory, WE, the American people, are a free people. WE have certain "guaranteed" civil rights, not guaranteed to certain other peoples. These "guaranteed" rights are written out in black and white for all men to see. To say that these civil rights were obtained not because of but in spite of the money-price-system is to express what can easily be proved.

However, WE, the American people, also have a longer list of certified and guaranteed but unwritten unrights, or disabilities, under which we suffer. We enjoy the written right to vote but we also suffer the unwritten unright of compulsion to vote for minority chosen candidates and their programs for upholding the status quo. We enjoy the written right to free speech, but we also suffer the unwritten unright that dictates WE may not tread upon the sacred cows of the money-price-system. If you want to see this unright work, just get out on the street corner some evening and make a public attack upon the dearly beloved concepts of private enterprise.

We enjoy the written right to freedom of assemblage, but suffer the unwritten unright that any assemblage may be broken up by the forces of "law and order" if in their divine judgment the meeting's purpose is inimical to the status quo. Consult the facts of the Haymarket riot in 1886, the Ludlow massacre in 1914, the dispersal of the Washington, D. C. Bonus Marchers in 1932; the bloody "little steel" massacre on Memorial Day, 1937, etc. etc. We enjoy the written right to freedom of religion, but suffer the unwritten unright of clerical minorities to infiltrate into schools and government for the purpose of their subversion.

We enjoy the written right to freedom of the Press, but suffer the unwritten unright that it takes millions in capital and income to establish and maintain a newspaper . For the facts on the press and other media of mass communication, such as radio, movies, magazines and books, consult the report of the Commission on Freedom of the Press, U. of Chicago, 1947, and the BRASS CHECK by Upton Sinclair, 1920.

We have the right to trial by jury but there is also the unright of the high cost of going to law. We have the right of Habeus Corpus if we can pay a lawyer to get the paper for us. We have the written right of not being deprived of life, liberty or property without due process of law, but Governments exercise the unright of declaring wars without a referendum of the people and under war conditions of suspending our written right. We have the right to fight and die for the status quo, but the money-price-system reserves to itself the unright to perpetuate social conditions that make such fighting and dying necessary.

Our list of unwritten unrights is far longer than our list of written rights. Our written rights are O.K. as far as they go , but our unwritten unrights are grievous to contemplate. Who can deny that the American people suffer the unright of not only inequality but also insufficiency of personal income. For example, in 1950, almost 70 percent of American families got less than $4,000 income. Who can deny that the American people suffer the unrights of widespread juvenile delinquency, insufficient and incorrect education for the masses, low standards of physical health, steadily increasing mental disease and insanity, inadequate and overpriced housing, commercially devitalized foods, soaring divorce rates and broken homes, excessive taxation, multiplex and duplicating town, county, city and State Governments, with their bloated armies of tax wasters, crime on the loose in almost every city, and behind the criminals an army of crooked police and politicians protecting them and shaking them down for the payoff.

Yes, we have many written rights worth having, but more unwritten unrights it would be great to get rid of. How about the unrights of universal economic insecurity? A man's job is his right to live, but no man has a right to a job, only the unright to claw and struggle for his existence. When you are too old to work you cannot retire in respect and comfort as a creditor of the community you have served all your life, but you can always fall back on the unright to a measly existence on an inadequate "social security" pension. When you get sick, you do not have the right to comprehensive health care as a matter of public obligation and necessity but you can always fall back on the commercial health set-up, provided by the medical monopoly, if you can pay their prices. If you can't pay, it's just too bad.

When you earn a dollar and salt it away for a rainy day, you do not have the written right that your dollar will remain constant and true in its purchasing power. No, the money-price-system operates with a system of rubber dollars. So, you have the unwritten unright that the dollar you salted away in 1939 is now worth only about 40 cents.

Last, but not to be denied, there are the ever threatening unwritten unrights of war and depression. In less than two centuries since she began her national existence under Money-Price controls, the United States has suffered the unrights of over a dozen big economic depressions and almost as many major wars. Since 1914, alone, we have had two major wars and a giant depression. Money-price methods of control and operation make it a copper-riveted certainty that these unrights will ever be with us, as long as the money-price-system exists.

MORE OF THE SAME

These are some of the social problems that were not mentioned at the two political conventions. You may search diligently through all the glittering generalities of both party platforms and you will not find a single straightforward attack upon any of the unwritten unrights that afflict the American people. The reason is that these unrights are the unwritten laws by which the Money-Price System operates. The money-price-system is not a social culture dedicated to and operated for the General Welfare of ALL. It is a competitive system of individualistic struggle, geared to the rule of claw and fang the same as the jungle inhabited by so-called wild animals. The difference in the two systems consists mainly of refinements and social camouflage peculiar to money-price controls.

Man claims to be superior to the beasts of the field and forest. He backs his claim by waging war upon his own kind, the only animal in the whole animal kingdom guilty of this, and by setting up a privately owned commercial system of society wherein his eating and killing of his fellow man is camouflaged as individualism and free enterprise. Man lays to himself the flattering unction that he is "homo sapiens," or "Man, the wise." Yet, this money-price culture, under which we exist, in actual operation is little more than the law of the jungle with a few refinements.

The affinity and similarity of the money-price system to the primeval system of the jungle is one basic reason why so little progress has been made over the ages in abolishing the many unwritten unrights under which Men exist; and why our list of written rights is so short and always threatened with extinction. Hitler and Mussolini extinguished the written rights of their people and lengthened their yoke of unwritten unrights. There are other examples.

If we expect a Money-Price culture to operate for the General Welfare, we must also expect the lion to lie down with the lamb, and the jackal and vulture to rise above their nature. The money-price-system simply is not made to work that way. It is conceived, organized and operated for the specific purpose of exploiting natural resources and human beings for the benefit of those able, astute and ruthless enough to claw their way to the top. Any benefits resulting to the underlying population are purely coincidental.

Thus, we arrive at the correct answer to the question posed in the title: "After The Conventions - What?" The answer is that what we may expect as long as we exist under a Money-Price culture is only more of the same. Go over the list of unwritten unrights again. Then relax in the assurance that there will always be more of the same. No amount of politicking by party hacks is going to change the picture. Their job is to maintain the status quo. Also, you can safely bet that the smart boys at the top of the social pile are not going to tip over the apple cart.

"I LOOKED INTO THE FUTURE..."

Yet, these same smart boys are running their system into the ground. How many more World Wars or giant depressions do you think this system can survive? Yet, from the shaky looks of national and world conditions, brought about under the suzerainty of Money-Price methods and which have grown increasinly grave since 1914, we are due for a major and basic social crisis in our time. What we will be able to do when this crisis comes depends entirely upon how well we are prepared.

The only preparation that is a sure fire guarantee against social chaos in the future is the widespread promulgation of the specifications of a new and better social system. Such a system must be based upon what is socially best in the present system. It must be democratic in nature and scientific in operation. It must be dedicated primarily to the General Welfare, while allowing full scope for individual ability in the service of ALL. In short, any proposed new social system to be superior to what we have now must be a Democratic-Scientific Social System.

Such a system is already in the skeleton stage in our present technology and science. In Canada and the U.S. (Anglo-America) we have the resources, installed industrial capacity, communication, transportation, economic knowledge, statistical methods and trained people to design and set up such a system NOW. We have no need for clerical fascism or political communism here. Both these ideologies are foreign to Anglo-America and not germane to the problems we face. The answer to Anglo-American social problems lies only within the factors making up the present culture of Anglo-America.

The Institute of Social Engineering thinks this job can be done and that its doing will constitute the greatest possible social service to our country and the whole world. The I.S. E. calls upon all Anglo-Americans of ability and good sense to throw their resources into this job. Once it is done, we will automatically abolish all the unwritten unrights that have plagued humanity for ages. Then our written rights can be expanded and rooted indestructably in a Democratic-Scientific Social System, able to provide Abundance, Security, Equal Opportunity and Greater Personal Freedom for ALL.

A social system of cooperation and harmonious human relations must be achieved to replace our ancient, worn out system of individualism and private enterprise which has always begot internecine tensions, strife and insecurity all around. There are no ifs, ands, or buts about it. The job of designing a better social system is no longer a fanciful but impossible project. It has become a MUST. Civilization has advanced to the point where it can now easily destroy itself. Science, technology and human knowledge, as a whole, must be released from the control of minority groups and be placed in the service of ALL.

The Institute of Social Engineering thinks that the modern social dilemma is rapidly becoming a question of either, or. It's either take the problem in hand and solve it or pay heavily for our selfishness and stupidity. We can no longer plead ignorance. We can no longer plead inability, scarcity, or lack of tools. We can no longer throw our burdens upon the Lord. We now have everything needed with which to put our social house in order.

Writing in the SATURDAY REVIEW for 8-9-52 (as quoted by the Trainman News for 8-18-52), Bertrand Russell, the great English educator, put it as follows:

> We live in a world of strange conflict. The human heart has changed little since the dawn of history, but the human mastery over nature has changed completely. Our passions, our desires, our fears are still those of the cave man, but our power to realize our wishes is something radically new. Man has hitherto survived because he was too ignorant to know how to realize his wishes. Now that he can realize them, he must either change them or perish.

ORGANIZATION NEWS I. S. E.

THIRD ANNUAL MEETING OF I.S.E.

Notices have been sent out to all paid up Members about the forthcoming THIRD Annual Meeting, together with proxies for the use of those unable to attend. All Members should either come to the Annual Meeting or send in their proxy. The I.S.E. is a democratic-scientific organization and as long as it remains such will respond to the will of its Members. You and you, alone, can make the I.S.E. a living and powerful social mass movement on this Continent. So, get your proposals and proxies in for the Annual Meeting to act upon. Let's have a big representation either in person or by proxy.

THE SUPREME FAILURE

An editorial reprinted from the July-August, 1952, issue of THE SEARCHLIGHT, a Bimonthly Magazine For Better Human Relationships, 29A, Parker Ave., San Francisco 18, Cal. Subscription $1.00 per year.

Science, philosophy, ethics, art, education, religion, ideals, and the whole intellectual superstructure of society follow, more or less closely, changes made in the method of securing food, clothing and shelter.

In the last century the manner in which the human family obtains its sustenance has been wholly revolutionized. Before this time, way back in our general infancy, production was carried on by individuals in an individualistic manner. Owing to the lack of organization and coordination, the insecurity of life was greatly accentuated. This insecurity of the physical necessities of life was the underlying cause of that peculiar psychology which we may style the individualism of Tooth and Claw.

When the food supply of our savage ancestors ran short, the strongest survived because he was able to conserve more than his share of the food; the richest hunting grounds were obtained by the best fighters; the ethics of force were supreme.

And this mode of ethics was right under the existing circumstances; for by the survival of the strongest members mankind survived, and slowly overcame the obstacles in its path, and progressed through the various stages of savagery, barbarism and civilization.

The present stage of civilization, ushered in by the machine period of production, revolutionized the economic environment of man. The individualistic mode of production, maintained through the various stages of man's progress, had guided his activities, and now has been gradually changed to a mode of social production in which the individual produces virtually nothing and is absolutely dependent upon society.

With the tremendous increase of efficiency made possible by machinery, and with the organization and subdivision of labor and capital, the introduction of science into the field of industry, the cause of the individualistic struggle of our ancestors (the Struggle for Existence) has disappeared. The modern forces of production can create more than can be consumed -- although only a comparatively small part of these forces are active -- and immense surpluses are accumulated which degrade both those who have them but cannot use them, and those who could use them but cannot have them.

Our mental processes, however, cannot be changed as quickly, as the cause for that change is developed slowly, and consequently, as the human struggle in which the motto "Every man for himself and the devil take the hindmost," is the watchword, continues--the struggle for use values will be a struggle for SURPLUS values.

Already the trend of human events proves clearly that the supreme failure of the age is the unscientific and anachronistic attempt to perpetuate the individualism of tooth and claw upon our future society.

The evils of competition, oppression, graft, robbery, militarism, selfishness, violence, and all social diseases and disorders, misery and degradation can safely be laid up against this individualistic system of private ownership for private profit and of all those things that are socially operated and socially necessary. ...

Forces making for a new intellectuality and new moral code are forces born of the newer and a-borning system of social production, the forces of collectivism and industrial democracy. ....By its actions shall it be judged, and individualism today, judged by its results, stands convicted of gross incompetence, of misplaced effort, of wanton destruction, of infantile helplessness, of doddering imbecility.

It stands adjudged as being THE SUPREME FAILURE.

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NEW ANALYST

INSTITUTE OF SOCIAL ENGINEERING
2623 LAWRENCE AVENUE
CHICAGO 25, ILLINOIS

Vol. 4, No. 6
Whole No. 32
October, 1952

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EVENTS * TRENDS * PERSONALITIES

Social News Behind The Headlines

REPORT OF THE 3rd ANNUAL MEETING OF I.S.E.

by Esop Jason

Isn't it strange that princes and kings
  And clowns that caper in sawdust rings,
And ordinary folk like you and me
  Are builders of eternity.

To each is given a bag of tools
  An hour-glass and a book of rules,
And each must build ere his time has flown
  A stumbling-block or a stepping-stone.
---R.L.Sharpe

INTRODUCTION

In March, 1949, a body of over 100 U.S. and Canadian citizens, with years of experience in advanced, noncommunist social organizations met at Chicago and formed what was called the CONFERENCE FOR SCIENTIFIC SOCIAL DESIGN. The purpose of the C.S. S.D. was to work out the structure and principles of a

(Turn to Page 3)

LITERATURE OF I. S. E.

LEAFLETS	SINGLE COPIES	BUNDLE ORDERS
A Clear Call	3¢ Each	1¢ Each
Articles of Fact		
Formula For Peace		
Mr. Union Man, What Now?		
Mr. Church-Goer, What Now?		
You, Science and Your Future		
Ten Commandments of Social Change		
Ten Commandments of A Functional Society		
BOOKLETS		
Declaration of Principles	15¢	10¢
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Current Social Program	15¢	10¢
Contact Packet of Literature	25¢	20¢
Tabloid of Social Engineering	25¢	20¢
Design For Tomorrow	25¢	20¢
STUDY COURSE		
Six-Part Orientation Course	$1.50	(Four Copies for $5.00)
MONTHLY NEWS BULLETIN		
"The New Analyst"	10¢ (12 Issues for $1.00)	5¢

PURPOSE OF THE I. S. E.

To Analyse the social and economic problems of the countries of Anglo-America.

To Formulate an overall design of democratic-scientific social and economic operations that will most probably solve these problems, by providing abundance, security, equal opportunity and more personal freedom for ALL.

To Transmit this analysis and socio-economic design to the people of Anglo-America by nonsectarian, nonprofit, educational means and methods.

MEMBERSHIP AGREEMENT OF I. S. E.

I Agree with Article 12-F of the I.S.E. Constitution that both Communism and Fascism are invalid in the countries of Anglo-America, and with the prohibition of the use of the Organization of I.S.E. to advocate either of these foreign ideologies.

I Agree Further, with I.S.E. that my sole allegiance belongs to the duly constituted Governments of Anglo-America, now existing, and that I will work for Social Change for the General Welfare in harmony with the democratic processes and legal requirements of the countries of Anglo-America, as provided in the Statement of Purposes of the Articles of Incorporation of I.S.E.

INSTITUTE OF SOCIAL ENGINEERING, 2623 Lawrence Avenue, Chicago 25, Illinois.

new kind of membership organization and a new social movement for Anglo-America (Canada and U.S.), based upon the democratic traditions and technological character of the major culture of this continent.

In September, 1949, the C.S.S.D., having completed its work, held a large authorizing conference in Chicago, at which the INSTITUTE OF SOCIAL ENGINEERING (The outcome of the work of C.S.S.D.), was set up and approved. The C.S.S.D. was then disbanded and the I.S.E. came into being. On September, 1949, a Certificate of Incorporation was granted to I.S.E. by the State of Illinois, under the General Not for Profit Act of the State. The Charter of I.S.E. is granted in perpetuity and states that the purpose for which I.S.E. is organized are:

> "To conduct a continuing research and investigation into and of the factors affecting the social, economic, technological, and ecological problems of North America, to make a continuing analysis of the data, facts and information obtained through such research and investigation for the purpose of ascertaining the causes and sources from which such problems arise and the conditions and trends associated therewith; to synthesize the facts, data and information so obtained for the purpose of projecting an overall scientific design of social, economic, technological, and ecological operations which shall conform to the environment in which the people of North America live and to their cultural development and pattern, and which will promote a maximum conservation of natural and human resources, preserve civil liberties, and achieve an optimum use of natural wealth, thus promoting the general welfare and raising the standard of living of all North Americans to the highest possible state of abundance, security, and equal opportunity; and to disseminate among its members and the people of North America generally through schools, newspapers, magazines, public meetings, study classes, round tables, radio and television broadcasts, and other means of communication, the facts, data and information so obtained, and transmit the specifications and principles of the scientific social design indicated by such facts, data and information and the analysis and synthesis thereof; and to advocate and promote the adoption of such a scientific social design by the use of non-sectarian, non-profit, educational methods, and all ethical and legal means whatsoever."

These are the fundamental purposes of I.S.E., the reason for its existence. A further elaboration of these purposes will be found in the I.S.E. DECLARATION OF PRINCIPLES AND PURPOSE booklet.

During the Labor Day Holidays of 1950, the FIRST Annual Meeting of I.S.E. was held in Chicago. Considerable progress was reported for the first year in elaborating the thought, trying out and improving the organizational structure, and in expanding its literature. This progress was achieved for that first year despite a well organized and long sustained crypto-fascist effort to infiltrate into I.S.E. and take it over. The repulse of this effort took most of our time and energy during that first year. However, it demonstrated that the scientific planning that went into the structure of I.S.E. and its democratic-scientific, constitutional provisions were strong enough to resist invasion from without and subversion from within. I.S.E. survived intact and went on its charted course.

During the Labor Day Holidays of 1951, the SECOND Annual Meeting of I.S.E. was held in Chicago. By this time, the effort to wreck I.S.E. had been overcome and further progress was reported. An Orientation Course of six booklets and several new leaflets had been finished and published. The Research Dept. in cooperation with the Publications Dept. carried on extensive studies in the problem of outlining the design of a better social system to replace our present Money-Price System when the latter can no longer be made to work. This is the most important single social job that needs to be done in

North America. It is a long way from being finished, but a start has been made by I.S.E.

The THIRD Annual Meeting of I.S.E. was held on August 30, 1952. Further progress was reported on several fronts. The literature of I.S.E. was expanded by the addition of a new booklet, DESIGN FOR TOMORROW. An advertising campaign was carried out which resulted in new contacts in many parts of North America, and also several in Europe. The word seems to be getting around somehow. Further research and study on the form of a new social system has been carried on. This effort is now reaching the point where a first draft of some of the material can be presented in forthcoming issues of either the I.S.E. INFORMATION CIRCULAR or the NEW ANALYST.

From the above, it can be seen that I.S.E. has justified its existence and has made considerable progress along some lines. In clarifying and elaborating our body of thought, we have done well. I.S.E. has given a new and vital concept to social science, i.e., the democratic-scientific concept of social change and approach to social problems. We have made new friends and thereby are extending the democratic-scientific idea. The democratic-scientific concept is the only known social antidote to the triple evils of disintegrating capitalism, autocratic communism, and clerical-corporate fascism.

PROGRESS UNDER DIFFICULTIES

This is not the whole story, however. While I.S.E. has made progress along some lines, it has lagged along other lines. The most notable lag is in Membership growth and activity. Following closely and associated therewith is the lag in financial support for I.S.E. The necessity to nurse every dollar in the treasury prevents a larger advertising campaign. The lag in Membership growth and activity prevents a more rapid expansion of I.S.E.

The I.S.E. is a social movement based on and standing for basic social change for the General Welfare. As such it was born under the most unfavorable of all possible circumstances. I.S.E. was born not in the midst of a severe depression at a time when people look for a way out of their Money-Price System miseries. It was born in the midst of an era of unparalleled economic prosperity, following an unparalleled world war, an unparalleled backlog of need for consumers' goods, and an unparalleled expansion of population. This unparalleled era of war and postwar riches, however unevenly it is distributed and however artificially it is based on waste, destruction and death and plans for more of the same, is nevertheless real and present.

By and large, the Anglo-American people are now glutted with gadgets, bemused and confused with radio, television, movies, commercial sports, gambling and crime; doped with press and magazine propaganda, bribed into social inertia by steady work and high incomes (inflated dollars before taxes), threatened by witch hunts, smears and character assassination, intimidated by the fascist idea of "guilt by association," afraid of another world war, and fearful of another depression. Thus, this unparalleled era of prosperity which begot I.S.E. is characterized by a widespread and growing national schizophrenia, a split-personality cultural deterioration symptomatic of a disintegrating social system. Those of us who are not on the national gravy train are making frantic efforts to get there and those who are have to make still more frantic efforts to maintain their positions. The efforts of the Money-Price System to muddle along for just a little more time is rapidly converting the good old U.S.A. into a snakepit of psychotic existence.

This is the cultural atmosphere in which the I.S.E. has to work. We can't do much about it but make the best of it. Profound social and economic trends are operating in the world. Anglo-America, as the greatest bastion of private capitalism and enterprise, is beset on all sides by conflicting ideologies and pressures. The advance of science and technology has caught up with our ancient social system. It is as simple as that. The world of 1952 is not the world of Adam Smith. The 18th Century is long dead. The 19th Century has performed its function and gone its way. The 20th Century of advanced science and technology is now with us, but our social leaders and institutions are still operating as though the earth were flat.

Out of this Money-Price mess will come either social chaos or, if we all do our part, a new and better social system, a democratic-scientific culture. It is up to us. The means are at hand with which to design and build a better social system. There is no excuse for indifference or fatalism, because the way out is now known. This is not to say that I.S.E. has a monopoly on anything. We are only ordinary workers in the vineyard. Some day our leaders in the social sciences will catch on to and catch up with the democratic-scientific concept. Then we will make greater progress.

THIRD ANNUAL MEETING

FIRST SESSION

The Annual Meeting met at the Continental Office on August 30,1952. The first session was called to order by the Chairman of I.S.E. at 2:30 PM. The first order of business was the election of a Chairman for the Annual Meeting. Kenneth E. Muma, Membership Administrator, was elected Chairman. The prepared Order of Business was read and approved. The proxies on hand were read by the Secretarial Administrator, Walter T. Slack, and approved. The Minutes of the SECOND Annual Meeting were read and approved. The financial report for the third corporate year was read, discussed and approved. A copy of this financial report will be sent to all Members of I.S.E.

Considerable correspondence was on hand. Some was read and some was referred to various committee reports, notably the report on inquiries and contacts. Under Reports of Officers, the Board of Administrators had nothing to report as it had held no meeting during the year. However, the Executive Committee had met on January 12, 1952. This report was read. It concerned support for General Holdridge by I.S.E. and the request by some members in Detroit to scrap the C&BL provisions for the Holdridge referendum. What they wanted was a short-cut approval of Holdridge, to be engineered by the C.O. The C.O. refused to do this and referred the request to the Executive Com., which has supervision over the Initiative and Referendum System.

The Executive Committee also refused to bypass the C&BL so as to favor the Holdridge referendum. The action of the C.O. and the Executive Com. was approved by the Annual Meeting. The proposed Holdridge referendum had failed to get the necessary twenty percent of UNITS to approve it for submission to a vote. However, the action concerning this proposal illustrates the working of the democratic-scientific provisions in the structure of I.S.E.

REPORTS OF ADMINISTRATORS

Under Reports of Administrators, the Education Administrator's report, he not being able to be present, was given by the Chairman of I.S.E. The Education Administrator has carried on considerable activity during the year. He has written several articles which will appear in the NEW ANALYST soon. In addition he has written a proposed universal New Contact Letter to be used by the C.O. and by Members. He has also written a "credo" of I.S.E., which is a short statement of some of the things I.S.E. stands for. The Education Adm. also sent in several proposals for consideration by the Annual Meeting. These were read and referred to New Business. The Contact Letter and Credo were referred to the Publications Dept.

The Publications Dept. reported one new pamphlet, DESIGN FOR TOMORROW, published during the year. An increase in subscribers and also complimentary copies was reported for the NEW ANALYST. Further work was carried on concerning the transition plan Book and design of a new social system. The first I.S.E. INFORMATION CIRCULAR was issued. There will be more of these from time to time.

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REPORT OF CHAIRMAN OF I.S.E.

The Chairman reviewed the genesis of I.S.E. and the main events and trends of its first three years. This story is familiar to most Members and need not be repeated here. For those not familiar with it a good resume will be found in the reports of the FIRST and SECOND Annual Meetings, in the September 20, 1950, and September 11, 1951, NEW ANALYST.

The Chairman went to work on a full time Money-Price System job in November, 1951. Since then he has not had as much available time to devote to the work of I.S.E. as formerly. This makes a big difference. However, it is no more than other Administrators and Members of I.S.E. have to contend with. So, we merely have to project our activity and output on a scale according to the present existing conditions. In one direction there has been no slackening of effort. That is in reading and research in economics and sociology in general, preparatory to getting out the outline of the new social system with transition plan. This study goes ahead and will continue.

A great many inquiries were received during the year. These were all answered and a supply of literature sent with the answer. Many new contacts were made. It may seem strange, but it is a fact, that inquiries have come in from several European countries, from Cuba and from Australia. How these people heard about I.S.E.

has caught up with our ancient social system. It is as simple as that. The world of 1952 is not the world of Adam Smith. The 18th Century is long dead. The 19th Century has performed its function and gone its way. The 20th Century of advanced science and technology is now with us, but our social leaders and institutions are still operating as though the earth were flat.

Out of this Money-Price mess will come either social chaos or, if we all do our part, a new and better social system, a democratic-scientific culture. It is up to us. The means are at hand with which to design and build a better social system. There is no excuse for indifference or fatalism, because the way out is now known. This is not to say that I.S.E. has a monopoly on anything. We are only ordinary workers in the vineyard. Some day our leaders in the social sciences will catch on to and catch up with the democratic-scientific concept. Then we will make greater progress.

THIRD ANNUAL MEETING

FIRST SESSION

The Annual Meeting met at the Continental Office on August 30,1952. The first session was called to order by the Chairman of I.S.E. at 2:30 PM. The first order of business was the election of a Chairman for the Annual Meeting. Kenneth E. Muma, Membership Administrator, was elected Chairman. The prepared Order of Business was read and approved. The proxies on hand were read by the Secretarial Administrator, Walter T. Slack, and approved. The Minutes of the SECOND Annual Meeting were read and approved. The financial report for the third corporate year was read, discussed and approved. A copy of this financial report will be sent to all Members of I.S.E.

Considerable correspondence was on hand. Some was read and some was referred to various committee reports, notably the report on inquiries and contacts. Under Reports of Officers, the Board of Administrators had nothing to report as it had held no meeting during the year. However, the Executive Committee had met on January 12, 1952. This report was read. It concerned support for General Holdridge by I.S.E. and the request by some members in Detroit to scrap the C&BL provisions for the Holdridge referendum. What they wanted was a short-cut approval of Holdridge, to be engineered by the C.O. The C.O. refused to do this and referred the request to the Executive Com., which has supervision over the Initiative and Referendum System.

The Executive Committee also refused to bypass the C&BL so as to favor the Holdridge referendum. The action of the C.O. and the Executive Com. was approved by the Annual Meeting. The proposed Holdridge referendum had failed to get the necessary twenty percent of UNITS to approve it for submission to a vote. However, the action concerning this proposal illustrates the working of the democratic-scientific provisions in the structure of I.S.E.

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is more than this writer knows. Our material does seem to get around to some extent. This points up what the Chairman has often harped on in the past. That is, the importance of Members' buying literature and mailing it to friends and likely contacts. When you mail literature out, you never know how far it is going to go nor where it will wind up. We know that some of it winds up in the wastebasket; but, some is also read and often remailed to other persons. Just to illustrate this point and how important it is, I will quote from a postcard received at the C.O. on September 11, 1952. The lady writes as follows:

> "Sirs:
>
> Among valuable inf. I receive occasionally from Fred Blossom of 'World Events' by Scott Nearing I came across a 'New Analyst,' and I found it highly informing and interesting. I wonder how I can obtain a few copies and how am I to pay...The one I have is Vol 3, #12, Dec. 1951; Whole #26. This copy I am sending to my son. I trust you will take time up to inform me. Thank you."

The C.O. wrote the lady a letter and sent her two copies of the NEW ANALYST and one YOU, SCIENCE AND YOUR FUTURE, on Sept. 15, 1951. On Sept. 20, 1951, we received a reply from her with a paid subscription to the NEW ANALYST and an order for all I.S.E. leaflets.

Here, then, is a case history showing the results of mailing out literature. Consequently, I hope you will see the value in this tactic. Every member can buy some literature every month and put it in the mails. No matter how tough it may get otherwise we can all do this. Every Member should allot a certain amount of time and money each month to this function. Who knows? A piece of literature YOU mail out may some day soon open many doors that have hitherto been closed to I.S.E.

In the last year I.S.E. has advertised in three science fiction magazines and in one free thinker's magazine. The free thinker's periodical outpulled the science fiction mags two to one. Several dozen Orientation Study Courses were sold, several new subscriptions received for the NEW ANALYST, and several new Members enrolled, solely from the advertising. No monetary profit was made due to the small scale of the effort. However, results are considered worth the effort and expenditure. With a larger scale operation more sales would be made, more subscriptions received and more new Members enrolled. An advertising campaign can be made self-supporting. The Annual Meeting was unanimous in agreeing that our advertising effort should be continued and expanded as much as possible.

The NEW ANALYST has more paid subscribers than last year due chiefly to the requirement made at the SECOND Annual Meeting that all Members should pay for their subscriptions. I.S.E. cannot afford to send the NEW ANALYST free. Every member is urged to subscribe. The price is $1.00 for 12 issues. In line with this, every new Member receives free one copy of each piece of I.S.E. literature except the Study Course. This counts up in cost, and your paid subscription to the NEW ANALYST will help drfray this expense.

On October 20, 1950, the I.S.E. made application for exemption from income tax to the Internal Revenue Bureau. If granted, this would make it possible for contributors to I.S.E. to deduct the amount of their contribution from their income tax return. Nothing has been heard from this application, as yet. We are still trying to get action and may have something to report before long.

During the coming year I.S.E. will, funds permitting, advertise in the NATION, the NEW REPUBLIC, the PROGRESSIVE, HARPER'S, THE HUMANIST, the CHRISTIAN REGISTER, the FRIEND'S INTELLIGENCER, the STANDARD, the PROGRESSIVE WORLD and similar periodicals. The idea is to get our case before the most socially advanced segment of the population. I.S.E. is convinced there are millions of socially intelligent and conscious Anglo-Americans now ready for the democratic-scientific concept of social change and approach to social problems. I.S.E. has an excellent Orientation Study Course to offer for sale. In the Study Course the I.S.E. body of thought is wrapped up in the form of a tangible product. All ads would be slanted toward a sale of the Study Course. The thing to do with a good product is to take it to the people who might buy it. The buying public for socially advanced ideas reads the periodicals above named and similar ones. We can reach them through advertising. Even if the effort doesn't pay out in dollars and cents profit directly, it will certainly pay out well in the long run. The old saw that if you can build a better mouse trap than your neighbor, the world will make a beaten pathway to your door is a lot of bunk. No matter how good your product is, as long as we are under a Money-Price System, you MUST advertise it. No exceptions are made in the operating rules of the system for nonprofit, educational organizations. If they want to get their material across, they have to use the same methods as every one else. The amount spent on advertising last year by I.S.E. was about equivalent to what would be spent on one mediocre public meeting. The results were equivalent to a dozen public meetings.

SECOND SESSION

Unfinished Business

The second session of the THIRD Annual Meeting of I.S.E. was called to order at 8:05 P.M., August 30, 1952. The pending referendum on lowering the dues came up for action first. Since this proposal was pending at the time the Annual Meeting convened, it was automatically referred to that body for decision, as provided in ARTICLE 10-A-8, page 21 of the C&BL. The referendum, as printed in the NEW ANALYST in March, 1952, was adopted verbatim and unanimously. A separate sheet on this will be sent to all Members as an insert for their copies of the C&BL. Dues are now 50¢ per month per Member. Joint dues (Husband and Wife) are abolished. Persons living exclusively on old age pensions will have to pay only $1.00 a year. Unemployed and sick Members will receive spcial consideration. The entire amount of dues are payable to the Continental Dept. of Finance. UNITS may levy UNIT dues if so desired, but these shall not exceed 25¢ per month per Member. UNITS may also raise funds through social activities and any other legitimate means.

SELECTION-ELECTION OF ADMINISTRATORS

Since the Public Relations Dept. has not functioned well and since the Membership Dept. is now performing certain Public Relations functions, and since it is difficult to get a good Public Relations Administrator, it was decided to combine these Departments temporarily. Since this action leaves but six Administrators on the Board of Administrators, the question arose of how to resolve a possible tie vote on the Board. It was decided that in such an eventuality the Treasurer of I.S.E. would be authorized to cast the deciding vote. So, while one Board Member now holds two posts, he has only one vote on the Board, the same as other Administrators.

The same Board, the same Executive Committee, and the same Chairman of I.S. E. as last year were Selected-Elected for the coming year. Below are the names and addresses of Board Members and their positions:

Education Dept.	Clayton A. Moyer, 308 Broadway Ave., Toronto 12, Ont.Can.
Social Research Dept.	David Coop, 75 East 102nd St., Chicago 28, Ill.
Publications Dept.	R. B. Langan, 2623 Lawrence Ave., Chicago 25, Ill.
Membership Dept. and Public Relations Dept.	-Kenneth E. Muma, 308 Spring Garden Ave., Lansing,Ont.Can.
Finance Dept.	Clyde A. Knapp, 316 Exchange St., Crete, Ill.
Secretarial Dept.	Walter T. Slack, 3925 N. Marshfield Ave., Chicago 13,Ill.
Executive Committee	Dave Coop - Clyde Knapp - R.B. Langan
Chairman of I.S.E.	R. B. Langan

NEW BUSINESS

PART 5-A-2, page 32, of the C&BL was changed to eliminate the reinstatement fee of $3.00. Delinquent Members may now regain good standing by paying only the current month's dues. The point was brought up that certain Members could use this provision to escape paying dues a large part of the time. Such Members could move in and out of good standing to suit their convenience. However, it was decided that UNITS could take care of such cases should they arise. A separate sheet on this amendment will be sent to all Members to use as an insert in their copies of the C&BL.

ARTICLE 2-B-1, Page 8, of the C&BL which reads: "There shall be one type of Membership only," was eliminated and a new ARTICLE 2-B-1 was adopted. This action was taken to make possible the Membership Dept's campaign to enroll prominent social scientists in support of I.S.E. There are, thus, now two types of Membership in I.S.E., i.e., Members and Honorary Members. A separate sheet on this will be sent to all Members to use as an insert in their copies of the C&BL.

OTHER PROPOSALS CONSIDERED

Several proposals were sent in by Members who could not attend the Annual Meeting. Ralph Crowell of Rosario, Wash., wrote in as follows:

> "I move that the 3rd Annual Meeting of I.S. E. adopt Pure Democracy in some simple easily applied form. It can be Radio - Mail, Telephone, or some other simple workable and practical form of direct voting."

The Annual Meeting was in favor of this, although no specific action could be taken except to O.K. the idea. Some form of pure democracy, i.e., a more direct voting system will be incorporated in the design of the new social system. In connection with this, a study is being made of the desirability of prohibiting the formation and operation of politifal parties in the new social system. Political parties, primarily, represent minority ideologies and special minority interests. The only ideology that will be primary in a democratic-scientific social system will be the General Welfare of ALL. Individual and minority group interests must not be allowed to conflict with the General Welfare but harmonize with, or enhance and supplement it. In a system where minority Money-Price ideologies and pressure groups do not exist, there is no need for political parties.

Of course, there will be politics and political administration in any social system for they are an indissoluble part of civil government. However, in a democratic-scientific system, political candidates will be independent of party ties and free to interpret and represent the General Welfare, each in his own way. The necessary synthesis and coordination of all the individual interpretations would occur in the several legislatures in the process of research and discussion. Thus, we would not have political parties with axes of their own to grind in our legislative bodies, but a group of independent representatives bent upon furthering the General Welfare of ALL. Out of discussion, research and public hearings would come (by the cardinal principle of majority rule), a program acceptable to all. Further study is going ahead on this.

Clayton A. Moyer, Education Administrator, submitted the following proposals for consideration by the Annual Meeting:

1. A quarterly review to be put out four times a year and to be printed covering the main events in that time; or some special subject that may come up of national or Anglo-American interest.

2. A Monthly Information Bulletin - on the order of ISE INFORMATION CIRCULAR No. 1, or something similar. These could be on housing, inflation, or a current question happening during the current month covered. Etc.

3. A pamphlet (or the above) directed to Engineers or scientists in an appropriate manner to try and get their support for ISE objectives. (Ken Kuma's approach is to each individual, I am thinking of the overall scene).

4. Concrete statement (or a Credo), stating precisely what ISE stands for in no uncertain terms. Something that could be hung up in the average Joe's office or bedroom, living room, etc.

5. A Certificate (printed) stating that a person had completed a full series of ISE study course meetings. At the conclusion of such a period the person would be called a Social Engineer. (good mimeo job would do)

6. An initiation - after the presentation of the above, this could simply consist of pinning ISE's membership badge on the person's lapel after they had repeated the Credo.

7. An ordinary X-card, requesting further information about ISE. This could be mimeod also.

These proposals were discussed at some length. It was decided that No. 1 was impractical at this time. The others were approved subject to fulfillment when possible. A good deal depends on finances and Membership activity. Some of these proposals and perhaps all of them will be in effect before too long.

FINANCE PROPOSAL

The Finance Dept. proposal to ask for a voluntary assessment of $10.00 from each Member came up and was discussed. A motion was made that such an assessment be levied or (since it is voluntary) requested from every Member. A separate sheet on this is being sent to all Members. All money received from this assessment will be placed in a separate advertising fund and used for that purpose only. Members who can pay the $10.00 in one sum are urged to send it in as soon as possible. Those unable to pay it all at once may do so over a period of time to suit their convenience. It is hoped that the C.O. can be in receipt of most payments before Thanksgiving Day. As soon as the new advertising campaign gets under way, all Members will be advised which periodicals to watch. Let's try to put it over this time.

GOOD AND WELFARE

Under this last heading of the Order of Business, the Annual Meeting went into a social gathering. Coffee and was served and a general round table discussion waxed into the night. The THIRD Annual Meeting of I.S.E. adjourned at 12 P.M. The next Annual Meeting will meet at the time and place specified in the C&BL.

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All that is necessary for the triumph

of social reaction is that socially

conscious citizens, who know better,

do nothing about it.

NEA

CHICAGO
ILL.

NEW ANALYST

INSTITUTE OF SOCIAL ENGINEERING
2623 LAWRENCE AVENUE
CHICAGO 25, ILLINOIS

Vol. 4, No. 7
Whole No. 53
March, 1933

U. of Ill. Library
Urbana
Ill.

Periodicals

PROPHETS OF THE POWER AGE

by Esop Jason

God, give us men! A time like this demands;
Strong minds, great hearts, true faith and ready hands;
Men whom the lust of office does not kill;
Men whom the spoils of office cannot buy;
Men who possess opinions and a will;
Men who have honor; men who will not lie;
Men who can stand before a demagogue
And dam his treacherous flatteries without winking!
Tall men, suncrowned, who live above the fog
In public duty and in private thinking;
For while the rabble, with their thumb worn creeds,
Their large professions and their little deeds,
Mingle in selfish strife, lo! Freedom weeps,
Wrong rules the land and waiting Justice sleeps.
- Josiah Gilbert Holland, American physician
educator, editor, author, (1819-1881)

"A PROPHET IS NOT WITHOUT HONOR ..."

The father of classical, capitalist economics, Adam Smith, (1723-1790) was a middle class, Scotch Professor of Logic and Moral Philosophy. The father of socialist-communist economics, Karl Marx, (1818-1883) was a radical German Doctor of Philosophy. The man who may be recognized as the

LITERATURE OF I.S.E.

LEAFLETS	SINGLE COPIES	BUNDLE ORDERS
A Clear Call	3¢ Each	1¢ Each
Articles Of Fact		
Formula For Peace		
Mr. Union Man, What Now?		
Mr. Church-Goer, What Now?		
Mr. Scientist ... What Now?		
You, Science And Your Future		
Ten Commandments Of Social Change		
Ten Commandments Of A Functional Society		

PAMPHLETS		
Declaration Of Principles	15¢	10¢
Constitution & By Laws	25¢	15¢
Current Social Program	15¢	10¢
Tabloid Of Social Engineering	25¢	15¢
Literature Contact Packet	25¢	15¢
Design For Tomorrow	15¢	10¢

STUDY COURSE		
Six-Part Orientation Course	$1.50	(Four Copies For $5.00)
NEWS BULLETIN - The NEW ANALYST	10¢ (12 Issues For $1.00)	5¢

PURPOSE OF THE I.S.E.

To Analyse the social and economic problems of the countries of Anglo-America.

To Formulate an overall design of democratic-scientific social and economic operations that will most probably solve those problems, by providing abundance, security, equal opportunity, and more personal freedom for ALL.

To Transmit this analysis and socio-economic design to the people of Anglo-America (Canada & U.S.) by nonsectarian, nonprofit, educational means and methods.

MEMBERSHIP AGREEMENT OF I.S.E.

I Agree with Article 12-F of the I.S.E. Constitution that both Communism and Fascism are invalid in Anglo-America, and with the prohibition of the use of the Organization of I.S.E. to advocate either of these foreign ideologies.

I Agree Further with I.S.E. that my sole allegiance belongs to the duly constituted Governments of Anglo-America, now existing, and that I will work for Social Change for the General Welfare of ALL in harmony with the democratic processes and legal requirements of the countries of Anglo-America, as provided in the Statement of Purposes of the Articles of Incorporation of I.S.E.

INSTITUTE OF SOCIAL ENGINEERING, 2623 Lawrence Avenue, Chicago 25, Illinois.

father of the economics of the power age, John Ruskin, (1819-1900) was a wealthy English Professor of Art, the founder of the reformation of modern art, and an essayist of genius.

The chief prophet of Adam Smith was a London clerk, John Stuart Mill, (1806-1873). He systematized the tenets of the classical school of capitalist economics. The work and theories of Smith, Mill, Ricardo and other classicists has been a bulwark to private enterprise ever since. In the dusty tomes of the classicists of six generations ago, and in the hairsplitting dogmas of their descendents the neo-classicists of yesterday and today, the Money-Price System finds "justification" and absolution for all its operations.

The chief prophet of Karl Marx was a radical Russian, bourgeoise lawyer, Nickolai Lenin, (1870-1924). However, Lenin was a great deal more than a systematizer. He acted upon the tenets of Marx, interpreted them to fit the Russian culture, and, with his own contributions added, founded the U.S.S.R. Others are attempting similar jobs in various parts of the world today, and the Marxian doctrines wax ever stronger especially in the backward economies.

The chief prophet of John Ruskin (although he may vigorously deny it) may well turn out to be a contemporary American Economist and educator of note, Dr. Scott Nearing. Professor Nearing is also more than a follower and systematizer of Ruskin. He has expanded and interpreted Ruskin's principles and projected them to fit the advanced technological culture existing in Anglo-America (Canada and U.S.) today. Scott Nearing acts also. Each year he travels across this continent, lecturing about the economics of the power age. To this writer it seems that Nearing's relation to Ruskin is chiefly one of inspiration. In the Preface to his latest socio-economic study, ECONOMICS FOR THE POWER AGE, Scott Nearing does acknowledge a debt to John Ruskin.

Therefore, and although this piece is intended to be a review of ECONOMICS FOR THE POWER AGE it will be first necessary to take a look at the life and work of John Ruskin. If we are to get the full implication of Nearing's "First Principles of Economics" for this age we must know something of Ruskin's principles of "political economy." John Ruskin is a link between the mercantile capitalism of the 16th to 18th Century, which had just passed from the world scene when his life began, and the modern age of technology already well under way when he died.

"THERE IS NO WEALTH BUT LIFE."

John Ruskin was a wealthy Scotch-English Gentleman of Art and Belles-Lettres who wrought more soundly than he knew. Of him, Thomas Carlyle, (1795-1881) once wrote in a letter to Ralph Waldo Emerson, (1803-1882): "No man in England has in him the divine rage against iniquity, falsity and baseness that Ruskin has, and that every man ought to have."

Prior to the age of 17 Ruskin had no formal schooling but was taught by his parents and private tutors. His father and mother were cousins who married late in life. They were superior parents because they were superior individuals themselves. The father was a wealthy wine merchant and a man of cultivated tastes in art and literature. His mother was a stern, capable woman of the old Puritan school, rigid and proud but fair and just. Working with the superior human material that made up John Ruskin, the child, the parents succeeded in bringing out his natural powers. The world owes them a debt for this excellent job.

Before entering Oxford University, at 17, Ruskin also had the great advantage of extensive travels with his parents through England, Scotland and Europe. His literary career got off to an early start. At the age of four he wrote a critical letter to an Aunt. "At five he was a bookworm." Before the age of seven he wrote his first poem, correct in rhyme and form. At seven, he began a work in four volumes with "copper plates printed and composed by a little boy." At nine he wrote a poem about the Universe. At 20 he won the Oxford University, Newdigate Prize Poem Contest. Throughout his life he turned out an enormous amount of writing, totalling over 50 volumes.

The first 40 years of Ruskin's life were devoted to art, architecture, and belles-lettres. The last 40 years were dedicated largely to advancing his ideas and principles on social, educational, moral, and religious problems. He was the outstanding authority on art, in general, in his day and is credited with being the founder of the modern reformation in art. Ruskin never believed in art for art's sake. He held that: "The main business of art is its sérvoce in the actual uses of daily life. 'The giving brightness to pictures,is much, but the giving brightness to life more.'"

In 1854 at the age of 35, he began teaching classes in art at the Working Men's College in London. Although Ruskin was the teacher, apparently he also then became a pupil of thosehe taught. For the first time in his life, this wealthy master of the arts came into contact with and learned something about the social problems that plagued the masses of his time. He reacted as a fully mature and highly intelligent person ought to react. He promptly took the side of the General Welfare of ALL. Thus was a new field opened to the genius of John Ruskin. He studied society and "political economy."

In 1860 he began to denounce the dogmas of classical economics and launched the exposition of his own social ideas. It is from this period on, in Ruskin's life, that we are indebted to him for his contributions to social ethics and economics. The best of his writing appears chiefly in his lectures on The Political Economy of Art, in his four essays, UNTO THIS LAST, and in several other essays entitled MUNERA PULVERIS. This material is available at most good libraries in a volume of Everyman's Library, edited by Ernest Rhys, published in 1932, and titled UNTO THIS LAST AND OTHER ESSAYS, by John Ruskin, with Introduction by Sir Oliver Lodge.

Ruskin's social principles were simple and to the point. For instance, in QUI JUDICATIS TERRAM he says: "My principles of political economy ... were all summed in a single sentence in the last volume of MODERN PAINTERS; 'Government and cooperation are in all things the Laws of Life; Anarchy and Competition the Laws of Death.'" In the last paragraph of the same essay Ruskin strikes at one of the main roots of our Money-Price System culture in the following:

> I said in my last paper that nothing in history had ever been so disgraceful to human intellect as the acceptance among us of the common doctrines of political economy as a science. I have many grounds for saying this, but one of the chief may be given in a few words. I know no previous instance in history of a nation's establishing systematic disobedience to the first principles of its professed religion. The writings which we (verbally) esteem as divine, not only denounce the love of money as the source of all evil, and as an idolatry abhorred of the Diety, but declare mammon service to be the accurate and irreconcilable opposite of God's service: and whenever they speak of riches absolute, and poverty absolute, declare woe to the rich and blessing to the poor. Whereupon we forthwith investigate a science of becoming rich, as the shortest road to national prosperity.

Ruskin was not merely giving pious lip service in that statement. Although he inherited a fortune estimated at about $1.000.000 he gave all of it away during his active years, to various causes. In his old age he was entirely dependent on the not too ample royalties from his books. Ruskin did not think much of the mythical "law of supply and demand" either. In QUI JUDICATIS TERRAM he observes:

> The popular economist thinks himself wise in having discovered that wealth, or the forms of property in general, must go where thay are required; that where demand is, supply must follow. He further declares that this course of demand and supply cannot be forbidden by human laws. Precisely in the same sense, and with the same certainty, the waters of the world go where they are required. Where the land falls, the water flows. The course neither of clouds

nor rivers can be forbidden by human will. But the disposition and administration of them can be altered by human foresight. Whether the stream shall be a curse or a blessing, depends upon man's labor and administrating intelligence. For centuries after centuries, great districts of the world, rich in soil, and favored in climate, have lain desert under the rage of their own rivers; not only desert, but plague-struck. The stream which rightly directed, would have flowed in soft irrigation from field to field - would have purified the air, given food to man and beast, and carried their burdens for them on its bosom - now overwhelms the plain, and poisons the wind; its breath pestilence, and its work famine. In like manner this wealth 'goes where it is required,' No human laws can withstand its flow. They can only guide it: but this, the leading trench and limiting mound can do so thoroughly, that it shall become water of life - the riches of the hand of wisdom; or, on the contrary, by leaving it to its own lawless flow, they can make it, what it has been too often, the last and deadliest of national plagues: the water of Marah (bitterness) - the water which feeds the roots of all evil... It being the privilege of the fishes, as it is of rats and wolves, to live by the laws of demand and supply; but the distinction of humanity to live by those of right."

Paying his respects to the economics of his day, Ruskin says, in his essay AD VALOREM

> It is therefore, the manner and issue of consumption which are the real tests of production. Production does not consist in things laboriously made, but in things servicable consumable; and the question for the nation is not how much labor it employs but how much life it produces. For as consumption is the end and aim of production, so life is the end and aim of consumption... THERE IS NO WEALTH BUT LIFE (caps theirs). Life, including all its powers of love, of joy, and of admiration. That country is the richest which nourishes the greatest number of noble and happy human beings; that man is richest who having perfected the functions of his own life to the utmost, has also the widest helpful influence, both personal, and by means of his possessions over the lives of others.

Summing up the true purpose of economics in the same essay, Ruskin says:

> As domestic economy regulates the acts and habits of a household, political economy regulates those of a society or state, with reference to the means of its maintenance... By the "maintenance" of a state is to be understood the support of its population in healthy and happy life; and the increase of their numbers, so far as that increase is consistent with their happiness... The Science which in modern days has been called Political Economy is in reality nothing more than the investigation of the phenomena of commercial operations. ... The assumption which lies at the root of nearly all erroneous reasoning on political economy, - namely, that its object is to accumulate money or exchangeable property, - may be shown in a few words to be without foundation. For no economist would admit national economy to be legitimate which proposed to itself only the building of a pyramid of gold. He would decide the gold to be wasted, were it to remain in the monumental form, and would say it ought to be employed. But to what end? Either it must be used to gain more gold, and build a larger pyramid, or to some purpose other than the gaining of gold. And this other purpose, however at first apprehended, will be found to resolve itself finally into the service of man - that is to say, the extension, defence, or comfort of his life.

From the above it can be clearly seen that Ruskin was at odds not only with the economics of his day, and of ours, but with major assumptions underlying the whole Money-Price System structure. Because of this and because Ruskin pioneered the way for a higher concept of economics he may come to be regarded as the father of the dawning economics of the power age.

ECONOMICS FOR THE POWER AGE

by Scott Nearing
Reviewed by Esop Jason

Published by the John Day Company, Inc., 210 Madison Ave.,
New York, N.Y., Cloth Bound, $3.00, Paper Bound, $1.00

IN THE SERVICE OF MAN

The concluding words quoted from John Ruskin, "into the service of man," sum up the theme of ECONOMICS FOR THE POWER AGE. Here you will find no dry"investigation of the phenomena of commercial operations," but a set of basic socio-economic principles for the"maintenance of a nation," in the sense that Ruskin used that term. Truly, here is a book for every one who wants to know the real score on social problems.

Nearing states in the Preface that orthodox economists will criticize this book because it "contains no sections on utility, value, money, rent, interest, or profits;" and that Marxians "will be displeased because it lays no emphasis on the labor theory of value." Not only will capitalist and socialist economists condemn Nearing's study but it will also be cried down by every upholder and apologist for the Money-Price status quo. In our divisive social culture those who have the qualities needed to capitalize on suffering, inequality, and strife (and those who ride on their band wagon) revolt instinctively against anything that smacks of social cooperation. Harmonious human relations are bad business for social chiseling.

Nearing's study is a book that will grow in importance with time. It is not something for a shallow popularity but something for basic understanding. Without doubt it will become an important reference source on vital social problems of this age. The book is simply written with great clarity. Nearing calls it a "Statement of First Principles."

There are ten first principles of economics dealt with in Nearing's book. There are also ten chapters in the book, each chapter dealing with one principle. We will first list the ten principles and then consider them briefly, chapter by chapter. In the space available here we cannot give an extensive sample of the whole. NEW ANALYST readers are urged to get their own copy of Nearing's book from the publisher. You will never be poor in purse by buying this book but you will always be poor in mind without the knowledge it contains.

FIRST PRINCIPLES OF ECONOMICS

PRINCIPLE 1: Individual and social life are conditioned by subsistence.

PRINCIPLE 2: All subsistence originates with nature.

PRINCIPLE 3: Western man utilizes nature by means of science and technology.

PRINCIPLE 4: Subsistence is the result of productive effort and, increasingly, of group effort.

PRINCIPLE 5: Subsistence should be apportioned according to need.

PRINCIPLE 6: The less overhead the better.

PRINCIPLE 7: The economy should be owned by those who use it.

PRINCIPLE 8: The economy should furnish a stable, secure subsistence.

PRINCIPLE 9: The economy must assure justice and provide incentive that will lead the individual and the social group to assume and carry a full share of responsibility for the production and apportionment of livelihood.

PRINCIPLE 10: The economy should afford opportunity for the growth and development of successive generations.

INTRODUCTION

In his Introduction Nearing states that "Economics deals with the problems of Livelihood." He goes on to say:

> The function or purpose of economics is to provide and ensure an adequate and regular supply of the goods and services needed by a community in order to maintain its physical well-being. The proposition may be reversed in this fashion: Activities which are requisite to provide a community with a supply of goods and services necessary to ensure its physical well-being are part of the science and art of economics.

Regarding the full field of economics, Nearing defines this broadly as follows: 1. Dealings with nature, i.e., the extraction of raw materials of all kinds from the soil, the waters and the deeps of the earth. 2. The conversion of raw materials into producer and consumer goods and services. 3. The handling of producer and consumer goods and services, i.e., transportation and warehousing. 4. The transferring of ownership of producer and consumer goods and services by contract, money, credit, accounting, insurance, etc. 5. The merchandising of goods and services in wholesale and retail outlets. 6. Sharing the proceeds of the economic process, i.e., incomes, reserves, surpluses. 7. Financing public enterprises, i.e., taxes, debt, inflation, currency manipulation. 8. Over-all planning, budgeting, and auditing.

Is economics a science or an art? Nearing says it is both. He defines art as individualized modes of response and expression. Art develops by the methods of trial and error and is essentially unorderly. "For ten thousand years," says Nearing, "the provision of human livelihood has been an art," i.e., carried on in an unorderly, haphazard manner.

Science is different. It developed in the last few centuries out of the slow growth of knowledge in general. Science is rational, reasoned and orderly. Science is a fundamentally different approach to problems of the environment around us. Art attacks problems by "cut and try" or trial and error methods. If you make mistakes you get a fresh start, bang things around in a different way, and maybe make a little headway. After repeated efforts like this you eventually learn something. Knowledge gained this way comes the hard, slow way.

Science proceeds by a method. First you observe the phenomena under question. Then you record your observations, analyse them and compare them with other observations of the same type. Then you engage in experiments and further observation. Classification of knowledge gained from this attack then reaches the point where you can make a generalization about the problem, i.e., state a "law." Eventually you are able to form a conceptual order, or scheme, which will describe the workings of the thing observed. Conceptual schemes based on this method lead in three directions. You get an explanation of the how and why of the problem, you are able to form a plan or program to use the knowledge gained, and you are able to organize operations to overcome the problem. When this point is reached theory becomes practice, science becomes technology.

Thus, theory precedes practice and, when carried out scientifically, is more difficult than practice and more important because practice without scientific theory to direct it is unorderly and expensive, Nearing states that this distinction between theory and practice is fundamental to all thinking about society. Science occupies a large part of modern life, but not a large enough part. The unorderly, haphazard way that characterizes art is still dominant. Social progress will proceed in direct proportion to the extent that we are able to make a science out of economics. Many attempts have been made to do this, in the past. Karl Marx, Fourier, Saint Simon, Robert Owen, many religious sects, and even Adam Smith and Mill in their way, tried to establish social order and peace (each in its own way) by systematizing economics into some sort of a science.

The error has always been that economics has been looked on as a solitary field of knowledge and action unrelated to other social fields. Nearing points out that economics is but one branch of the sum total of social knowledge. Economics is a branch of social engineering, says Nearing. Social engineering, he continues, is the field of "theories and practices whereby a community deliberately and rationally provides itself with the goods and services necessary to the maintenance of the life process and utilizes them to ensure survival, encourage achievement, and promote improvement."

PRINCIPLE 1: Individual and social life are conditioned by subsistence.

Upon reading Principle ;, the average not too well informed radical might think that it is but a rehash of the Marxian-Hegelian dialectic, and the concept of economic determinism. However, Nearing's principle is much more than that. Chapter 1, of ECONOMICS FOR THE POWER AGE is not a restatement of historical materialism designed to outwit the loyalty probers. To prove this by chapter and verse would take more space than is available here. The best way for the reader to satisfy himself on this point is to study the chapter himself. Briefly, however, Nearing's approach is physical and scientific rather than abstract and philosophical. It is to the physical world around us that we must look for our subsistence. Our reactions to the physical conditions established by nature and our relative control of those conditions are the factors determining our subsistence. Compare this with the Marxian dialectic and the difference will become clear.

The problem of subsistence, individually and socially, starts with nature, not with social classes. Under Money-Price methods of social control (which are the only type of social controle ever used) social systems operate to grant favored positions and privileges to the minority who control the system, either by the force of naked power or the fraud of "ownership." The privileges and powers of the top classes have always coexisted with wide spread poverty among the masses. But, this does not indicate that the one is the cause of the other.

For that to be demonstrable it would first be necessary to show that there had always been enough goods and services available to assure an abundance to all, and that the top classes were deliberately depriving the masses of this abundance. Neither of these suppositions can be demonstrated as facts. The fact that social classes exist does not indicate that the problem of subsistence is a class problem but, rather, that social classes based on pelf and power are a characteristic of Money-Price methods of social operation.

Social classes are a symptom of the age-old chronic social disease of Money-Price operations. If at any time in the past Man had been able to liquidate the upper classes and divide all the world's wealth equally it would have made but little difference in the average man's subsistence, and that for but a short time. Even today, if we divided up all the wealth of the U.S. equally and liquidated every "exploiter" it wouldn't solve a thing. The problem of subsistence will remain as urgent as ever as long as we retain Money-Price methods of control.

The problem of subsistence, then, is not one of economic determinism or class war. It is a problem of our total social reaction to the physical conditions established by nature, and our control over those conditions. Since the social order is the organized means by which Man reacts to nature the problem, then, becomes one of a total reorganization of the social structure in line with physical conditions established by nature and in harmony with the higher ethical concepts of Man.

Individual and social life are conditioned by subsistence, not by classes, and subsistence, in its turn, is conditioned by nature. In organized social reaction to the demands of nature Men have set up social systems. Over a period of time these have developed into Money-Price Systems. Under Money-Price operations, social classes, exploitation, economic determinism, historical materialism, and all the rest of the Marxian dialectic have arisen and exist as a by-product of the total process. Let us not mistake the symptom for the disease,

PRINCIPLE 2: All subsistence originates with nature.

In the first chapter Nearing pointed out how life is conditioned by subsistence. In this chapter he points out how subsistence is conditioned by nature. Areas with a rich endowment of natural resources have a higher subsistence than poorer areas. Man is a part of nature as the mind is a part of the body. Therefore, Man himself is also a part of the environmental factors which condition him. This fact makes the social problems of Man much more difficult than, say, the mechanical or physical problems of coping with purely natural forces. In mechanical problems Man copes with relatively inaminate factors. In coping with social problems Man also deals with his own hopes, aspirations and contrariness as well as with the physical conditions of nature.

He fares ill or well as nature permits and dictates and as he by correct thought and action can control the forces of nature, and the much more intransigent forces of his own makeup. Both producer and consumer goods are furnished free to Man, by nature. It is Man himself who has put the price tag on these things. The natural resources provided free by nature can be divided into three classes. 1. Irreplaceable resources such as metals, etc. 2. Replaceable resources such as forests, soil fertility, etc. 3. Improvable resources, such as plant and animal species. Nearing points out that wastage of resources in the past has been enormous and still goes on. Only a planet-wide economic coordination can put a stop to all wastage of resources and make rare resources available to all nations and people on an equitable basis. Wisely used, the natural resources of the earth are still sufficient to "provide raw materials for uncounted generations of human beings." However, the rate of wastage accelerates with the advancement of technology, and especially because of modern war, and if the Money-Price System lasts much longer the earth's natural resources will be seriously depleted.

PRINCIPLE 3: Western man utilizes nature by means of science and technology.

Nearing states that, "Scientists proceed from the known into the unknown." That is, scientists do not design machines, do engineering work, or supervise, organize and administer production, or human societies. Scientific inquiry deals mainly with the theoretical. He poses his problems in formulas, equations and hypotheses and presents his findings in tables, charts, graphs, and processes. His concern is with the WHY and HOW of things. When you cross the line from theory into practice you get into the field of technology, for one definition of technology is that it is scientific findings in action, or in operation.

However, there is no clear cut line separating theory from practice. One merges into the other. Behind modern technology there is an exceedingly long and slow growth of scientific knowledge that rose from experience and research both. Much of what is known today was learned by trial and error and much, the better part, by the scientific method. In the beginning of social life men depended directly upon nature for their subsistence. As knowledge grew, implements, tools, and finally, machines were developed. Thus, our dependence upon nature became indirect and we learned how to control nature in many ways for our subsistence. That is how technology grew.

The physical history of technology

is one thing and its social aspects are another. Nearing gives a basic resume of both. While man built up his technology primarily with better subsistence in mind it has now become a force in its own right. Technology affects our age-old social institutions and creates new one, at least in embryo, even under the Money-Price System. Perhaps the biggest new factor that technology has brought into social and economic life is coordination and interdependency. We live in a collective age, whether we admit it or not. The entire process of technology is interdependently collective and it is all socially acquired. This means that it was not invented or developed by private enterprise, regardless of what the advertisements say. Technology arose out of the advancement of society as a whole. Hence, it must be, eventually, socially controlled instead of individualistically; and all of our social institutions must, sooner or later, be totally reorganized to conform with the major forces of science and technology. However, there is no guarantee that this will be accomplished. The job will not do itself. Science and technology are neutral forces. They can be used for good or ill. Used for good the possibilities of bettering human life are almost limitless. Used for ill they lead surely to social and racial destruction.

PRINCIPLE 4: Subsistence is the result of productive effort, and, increasingly, of group effort.

Nearing notes that, "Three factors are present in every productive effort: natural resources, implements, man power." In ages past the last two of these factors were organized and used individually. The harder you worked and the better implements you devised and used the better your subsistence was. This is no longer true for subsistence is largely due to group effort now. This is a social result of technology. No man, working alone, could even feed and clothe himself properly in the modern world, let alone provide himself with any of the other amenities of civilized life. Nearly everything we have comes from group effort.

Peculiarly, however, while technology dictates group effort it also dictates specialization. The two combined make for mass production. In turn, mass production calls for systematization, standardization and quality control. As Nearing states: "The area of economic function has broadened from the household and the village to the city and nation." Eventually it will have to become world wide. The age of local and indivual self-sufficiency is long past; the age of collective interdependency is now here. In Europe in the Middle Ages and in North America among the Indians the outstanding social aspect was the "extreme local self-sufficiency," and the "absence of specialization." Today, no area in the Western World is locally self-sufficient.

Nearing points out that "Collective productive effort has ... been matched by collective destructive effort, with the tools of one converted into the weapons of the other." This refers to the waste of war, and the profitable waste characteristic of Money-Price methods of operation. The waste of modern society is not a property of science and technology but of the social controls over it. However, science and technology point out, continually, how this waste can be abolished. It's up to us.

The limitations on science and technology lie in the minds of men. It is a matter of becoming aware of the problem and doing something about it. It seems that most of us cannot arrive at this awareness through intellectual efforts, due, perhaps, to the many distractions and gadgets the Money-Price System surfeits us with; and also the iron curtain of a multiplicity of high hurdles of censorship made up out of price tags and pretentious but spurious media of mass communication. Theoretically, we have freedom of the press and the truth about our society is available to those who seek diligently for it. Nevertheless, it is hard to come by. Perhaps most of us will have to suffer grievously before we can appreciate the truth about our society and do something about it. For, it is said that men learn through their suffering.

On all sides, private enterprise bombards us with the propaganda that greater and ever greater production is the solution of our problems. They say that if we increase the goods available we automatically increase the general good of all. John Ruskin saw through that one a long time ago. Nearing also sees through it for he states: "Productivity is not an end in itself. Rather it is a means to the good life. This holds true for all aspects of the social environment. On no other basis can productivity be justified. Productivity and social change may lead toward the good life or may be made a part of it, but they are not among its indispensible ingredients."

PRINCIPLE 5: Subsistence should be apportioned according to need.

What is personal income? According to orthodox economists it consists of dollars, or purchasing power. This is incorrect. Personal income is the available supply of usable goods and services. What you can get to use is your income regardless of the dollars involved. In fact, you can't use the dollars at all unless you have the physical goods and services first. However, since in a Money-Price System the dollars are the gimmick in the set up you can't get the goods and services without them, Thus, the dollars are emblems and certificates of individual ownership of goods and services, or a claim upon them.

In the days of barter economies, and before that, dollars were conspicuous by their absence. The American Indian did not have a system of private ownership of resources and productive facilities, and most early social groups were set up the same way. The only thing an Indian "owned" were his personal possessions such as clothes, weapons, etc. The Indian believed that the resources of forest, water and land had been placed there by the Great Spirit for all to use and enjoy.

In your own home you do not permit a situation wherein each individual heats only the space he or she occupies, or cooks only the food he or she eats, and allow the rest of the family to fend for itself. You heat the whole house so all may enjoy the warmth and you cook the meals for all to eat. The family is a group consumer in many ways. There are other important groups consuming goods and services as a group in our society. In group consumption, such as this, the personal income of all individuals of the group (their available supply of usable goods and services) is equal.

However, Nearing is not arguing for equality of income. That's not the idea at all. He merely points up the fact that personal income is not money but the supply of goods and services reaching the consumer. Money is merely the medium we use to transfer goods and services from producers to consumers. Modern production and consumption are impersonal, We do not produce the things we consume and we do not consume the things we produce. Goods and services move impersonally in a technological system.

Nearing points out that so-called "free" goods and services are distributed equally, such as streets, sewers, lighting, police and fire protection, etc. In many respects our society is moving, by the logic of technology, toward group income, or income which is shared by all members of the group. Our social reactionaries and native fascists call this "creeping socialism." A city park, a free library, a public school, sanitary services, public food inspection, and lots of other good features of our society are but "creeping socialism." Nevertheless, they are made necessary by the group nature of technology.

In discussing the natures of need and want Nearing points out the vast difference between the two. In saying that subsistence should be apportioned according to need Nearing does not contemplate satisfying all the unneeded wants humanity always craves for. Socially "need is measured in terms of health, growth, decency, and social usefulness." Individuals may and do have all sorts of wants which they do not need. On the other hand they usually want all the things they need.

It is the duty of social systems to meet the needs of people first. After these have been met the individual can be left free to pursue his wants to his heart's content, as long as he doesn't harm others. To illustrate how group social life works Nearing says:

> The respective roles of the individual and the group may be observed in the internal life of a well-knit family, each member of which plays a specialized part. The net result is a household that yields a maximum of satisfaction to all its members. No one could do for himself what the group as a whole does for him. This is the distinctive contribution of group life to each of its members. The principle applies also to the results of co-ordination and co-operation in larger social units.

The Marxian argument that each wage worker should receive the full product of his labor gets a good going over in this chapter by Nearing. If this fallacy could, somehow, be enforced we would soon be a nation of near-paupers, for most of our wealth, i.e., goods and services, are produced collectively by group effort.

PRINCIPLE 6: The less overhead the better.

Don't get excited now. This chapter is not a dry-as-dust splitting of hairs about decimal points. Rather, it is a presentation of the concept of physical and social overhead costs of operating a social system. That is, the costs in natural and human resources. The Dictionary of Modern Economics defines overhead costs as: "More or less permanent costs which are necessary to the continuation of a business." This means costs which do not necessarily increase or decrease with the volume of business, such as rent, interest, maintenance, fire insurance, etc. Likewise, a social system has a type of overhead costs of operation.

Socio-economic overhead costs arise in the following categories: 1. Handling of producer and consumer goods. 2. The processing of consumer goods. 3. In management, i.e., the nonproductive clerical bureaucracy. 4. Promotion, or the advancement of new ideas, goods and services into popular use. 5. Government, or the political apparatus of the society. 6. Waste, or the failure to make effective use of resources and technology. and, 7. Parasitism.

There are two kinds of parasitism: 1. The socially necessary kind such as the support of those unable to support themselves for any reason, and. 2. Those who live off the fat of the land without producing anything. This latter group would include racketeers and other criminals, as well as the more respectable parasites. Obviously, it is the duty of any stable economy to reduce these types of social overhead to the lowest possible amount. In the Money-Price System many of these costs are allowed to run wild. Overhead costs which contribute to the divisive and exploitative character of the system are encouraged. Those not in that category are usually kept down with barbarous cruelty, such as the support of those unable to support themselves. They are supported allright, but always just on the ragged edge of penury and bare privation.

PRINCIPLE 7: The economy should be owned by those who use it.

No one with any social intelligence will quarrel with this principle. Nearing points out the major characteristics of the private ownership of a social system, such as we now know and have nearly always known, and the characteristics of a publicly owned economy. Nearing points out the results of the private ownership of a social system, such as we have now, in the following quotation:

> Ownership, coercion, exploitation, and extermination of fellow creatures pervades the entire structure of contemporary society. While form and practices vary, the essential feature of the procedure is the sacrifice of the interests and purposes of the victim to the interests and purposes of the owner and master... privately owned economies are therefore self-liquidating, either through glut and depression or thorugh the diversion of wealth and income from

> production to destruction. A community interested in survival must therefore adopt an ownership pattern founded upon the principle that an economy must aim, not at private enrichment, but at communal survival and well-being, and that in order to insure this result it must be publicly owned and administered as one aspect of public business.

There may have been a time when private ownership was non-existent for long periods, or else there is a sort of human instinct about the dangers of private ownership. This is because the right of eminent domain is recognized in nearly all countries, and also the legal theory that every title has two aspects, that which stipulates the private citizen's interests, and that which stipulates the interests of the state. The interests of the state are, everywhere, considered to be paramount and superior to the private interests of the citizen. Nearing states; "At any time, on the plea of public safety and well-being, the state may assert its title, take the property, and let the private citizen shift for himself as best he can. Nearing points out that:

> The principle of dual sovereighty and eminent domain places the interests of the community above those of the individual owner. Under this principle the earth and its resources may be declared the common heritage of mankind to be owned, utilized, and administered in the interests of the community rather than of the private property owner.

PRINCIPLE 8: The economy should provide a stable, secure existence.

A stable, secure existence is the goal of every individual. Under the competitive and divisive conditions of the Money-Price System it is impossible for any but a small minority to realize this goal, and those who do reach it have no guarantee of security in their position. Nearing says:

> Community survival and social stability are inconceivable in the absence of co-ordinated group action. Individual security is almost equally dependent upon division of labor, specialization, exchange of products over wide areas, and collective installations designed to deal with risk and uncertainty. Perhaps these factors may be grouped under the single word co-operation.

Nearing then continues with an outline of social and economic planning. He points out the collective nature of much of our present system and that this part of the economy is carried out by planning. To achieve a stable, secure existence for ALL the entire economy must be operated on a planned basis. The area of planning must coincide with and be as wide as the area of function. That is to say, it must first be determined what function needs to be fulfilled and the area in which it is to be carried out. The function always comes first. That is THE basic social principle of planning. After it is known what function needs to be performed a plan can then be worked out and not before. One paragraph in this chapter strikes this writer as b being a sort of condensed bible for workers in the field of social change.

> A program for effective co-operation begins with a workable economic and social plan based upon a reasonably correct analysis of the social forces in play, a formula for co-ordinating and directing these social forces, an adaptability sufficient to meet and overcome the variable factors in the situation, and a leadership sufficiently experienced to persuade and guide its constituents into a course of action which will ensure fulfillment of the plans.

That paragraph could be expanded into a volume on the strategy and tactics of social change. It automatically rules out all screwball ideas, all violent revolutionary concepts, and all conspiratorial approaches. The greatest single need of North America today is a workable economic and social plan for the reorganization and future operation of our society.

PRINCIPLE 9: The economy must assure justice and provide incentive that will lead the individual and the social group to assume and carry a full share of responsibility for the production and apportionment of livelihood.

This chapter deals with the intangibles in economics. Intangibles aries in economics because it is both a science and an art. Nearing states that while intangibles play a minor role in physical production "they top the list in any consideration of the entire field of livelihood." Chief among the social intangibles are justics, incentive, and power, social approbation, and the power-responsibility-leadership complex.

Nearing defines justice as "a working approximation to decent and reasonable relations between human beings." In Nearing's view the science and art of economics has a close connection with ethics. This must be true because every economic transaction between people involves having relations of one sort or another, human relations. Where you have the interaction of human relations, whether in the market place or in church, you have considerations of ethics. This, economics must consider codes of justice and fair dealing.

"The maintenance of reasonable and decent human relations (of Justice) rests in the last analysis upon the conduct of the human beings involved in the given situation." It is impossible to pinpoint a definition of justice which would arbitrarily be correct in all situations. Justice is not absolute but relative. Nearins states: "Justice lies somewhere in the no man's land between individual rights and community well-being and survival." Justice requires that the individual and the community be responsible for making an efficient contribution to production and the maintenance of social stability.

Incentives come into high consideration in economics. Broadly, there are introvertive and extroversive incentives. Introvertive incentives include the will to live, which is a universal. The will to live includes the questions to live for what and how. At once, now, economics enters the picture because the questions of what we are to live for, and how we are to live raise problems of purpose and methods of procedure. Other introvertive incentives are fear, hatred, jealousy, vengeance, and the incentive of acquisition. Some call acquisition an instinct, and it almost amounts to that in certain people. However, acquisition pertains not merely to the acquisition of wealth but also of many other things. A study of this chapter reveals that the Money-Price System puts rich premiums upon the exercise and development of the lowest form of the acquisitive instince, i.e., the desire to acquire wealth and power for their own sake.

The acquisitive incentive also takes the form of desire to acquire, or experience, pleasure. The desire to avoid responsibility, to take it easy in the battle of life, to let George do it, to engage in gluttony, sex deviationss, drugs, and less harmful pleasures is prominent in many individuals. However, introvertive incentives take more useful forms also. The desire for social approbation is acquisitive, and often leads to outstanding social service. Applause, approval, social recognition, and social selection for leadership are powerful motives. Desire for prestige runs deep and is at the root of the seeking for power over other people.

Side by side with the introvertive, acquisitive incentives run the extraversive set of incentives. Understand, all these motives, or incentives, are built in by nature in every person, in varying degree. Among extraversive incentives are the desire for self-expression in the sciences, art, literature, or any field. The urge to seek out truth is also strong in many people. These drives, as Nearing points out, carry people "through years and decades of ceaseless endeavor to communicate their conceptions or to embody them in some concrete pattern."

Another set of extraversive motives "includes group loyalty, and the desire to be of use to others, the wish to serve, and the willingness to renounce immediate personal advantage in favor of the communal good." These urges, states Nearing, "are so widely distributed in a human community as to

be called universals." Other extraversive incentives include the urge
to goodness, and moral and ethical excellence, sensitivity, sympathy, love and understanding, and empathy. This group of incentives "Identify the individual with fellow humans, with fellow creatures, with nature, and establishes a feeling of at-one-ness, unity, or totality which absorbs the individual into the larger whole." Of these incentives Nearing concludes:

> We cannot ignore them in our analysis of economic forces, because in their universality they include the struggle for subsistence and are among the potent motivating factors which have been responsible for building the varied and complex power-age environment in contact with which we gain most of our life experiences.

PRINCIPLE 10: The economy should provide freedom and opportunity for the growth and development of successive generations of human beings.

The first seven chapters and principles deal with problems directly connected with livelihood. The last three deal with intangibles (soul stuff) which are just as closely related to subsistence but which are not recognized in that connection. The last chapter deals with freedom and opportunity. This means freedom and opportunity for both the individual and the group. One cannot exist without the other. If favored individuals have freedom and opportunity and these things are denied to the bulk of the social group you have a social set up of a fascist nature, whether it be labelled a laissez-faire capitalism or is miscalled a communism or socialism. The test is in the way a social system operates not in its label. The individual must be free and have equality of opportunity and he can only realize this, in the fullest sense, if the whole group has the same conditions.

Freedom is as hard to define as justice. Roughly, it is the opportunity for the individual (and the group) to lead as full and meaningful a life as innate capacities permit. The circumscription of innate capacities as being the limit and boundary of freedom for the individual is inherent and biological. A tone deaf person can never be a good musician. A color blind person would have difficulty in painting gorgeous sunsets. The freedom to do or become something is limited by nature to our capacities to do or become that thing.

This limitation is a sort of destiny but not the futile, philosophical destiny of the Orient. Western people do not like the idea that their lives are predetermined. They want to have something to say about the matter themselves. That concept is near the roots of the democratic idea. While it is true that our lives are not predetermined in the overall, total sense, nevertheless, there is a limiting factor circumscribing the individual and the social group as well. It is impossible for all of us to be of the idle rich, for who would then do the producing? It would be rather difficult to raise production higher than the energy there is available. Then, consider natural resources. Is not the steel capacity of a nation limited by the iron ore available?

In this sense there is a limiting destiny to human welfare. However, Nearing points out carefully that our society lives far below the level upon which it could live. Furthermore, the fate which keeps us on that low level is not a dictum of nature but is man made. The social environment is created by man, not nature, and it is the social system we tolerate that limits our welfare today.

Opportunity, says Nearing, "is a combination of forces or circumstances calculated to bring about or further particular results." A break in a cloud bank gives plane passengers an opportunity to see the ground. The right family or political connections often give an individual the opportunity to land in a soft berth for life, and so on. Nearing points out that: "Opportunity is not the animating force." It is a break in the dead level of no-change which the individual or social group can take advantage of to improve his or its position. Individual lives and the operation of the social system are carried out within the limiting scope of opportunities available.

For thousands of years social life proceeded on the lowest level of no-change. Opportunities for a better life for ALL did not exist. Then came science and technology with inventions and discoveries which broke through the dead level of no-change and opened up many opportunities. Today, the opportunities for our social system to advance to a much higher level of operation are practically unrestricted, as far as nature goes. The holding-back factor is the social system. This, in turn, is the product of man and it must be changedby man if the limiting factor is to be removed.

Nearing points out that social change of a sort goes on all the time. Each new discovery and invention has some social effect on the group. Over a period these changes appear to be major and significant. For the most part, however, they have been of a secondary nature. It is said that the average man today lives better than a king did 500 hundred years ago. That is because the king did not have sanitary, flush toilets, electric lights, television, and the multitude of gadgets we "enjoy" today. However, that is not the point because a standard of living does not consist of gadgets. It consists of contentment, security, harmonious human relations and many other things not measurable in terms of gadgetry.

It may be **that quantitative** changes when they are large enough become qualitative changes, but not when they consist of secondary factors. Piling gadget upon gadget does not raise the standard of living. One thing is certain, our present system is operating far below its best social efficiency. Social change in this age to be real instead of illusory must be basic and consist of fundamental changes in our culture calculated to enhance the General Welfare of ALL. There must be a pattern of social change designed to reach that goal. Nearing points out that:

> Social change may be random or it may be planned. Usually both elements enter, with random change predominating because social planning is for the most part local and occasional, and, in principle, is frowned upon by the free (random or unplanned world)...Patterned change assumes human foresight and direction. It assumes that man will not 'let nature take its course,' but will intervene as far as is necessary or desirable to reach the objectives toward which the social group is consciously moving... Patterned change describes a program extending from a theoretical approach involving certain principles, assumptions, attitudes, and outlooks to the formulation of strategic objectives and the adoption of action patterns designed to reach those objectives. Taken together it comprises the science and art of social engineering. Men have developed bodies of theory and practice in biology, in hydraulics, in metallurgy, in building construction, in pictorial art, in music, and in other fields. It has remained for modern man to integrate all of them into a unified social theory and practice under which each body of science and technology has its place, in orderly relation with all the others. Social engineering is still in an early phase of its development. As it matures, it offers humanity a technique for handling the entire social environment which should prove as dependable as forestry, building construction, or the composition and presentation of music.

In conclusion, Nearing points out that: "Social groups have three major tasks: (1) survival, (2) continuity, (3) improvement. They exist for one major purpose - to provide freedom and opportunity for the maturing, growth, unfoldment, and evolution of the individual and the human race."

It was never possible before for Man to deliberately design and install a better social system than the one he existed under because of the absence of science and technology. Now, we have both in growing magnitude. This forces a choice upon us. We can all go to social hell in a Money-Price band wagon or we cam move into a more commodious and livable social system. ECONOMICS FOR THE POWER AGE teaches the basic social principles necessary to constitute our social map and guide to a higher form of civilization.

ORGANIZATION NEWS, I. S. E.

DUES FOR 1953

The time is now here to bring up the subject of dues for the current year again. In fact, it is somewhat past that time. As a reminder to those who may have forgotten, the dues in I.S.E. are now about half of what they were prior to the THIRD Annual Meeting held on August 30, 1952. Before that single persons paid $1.00 a month and married couples $1.40. Now the dues are 50¢ a month per person. This goes to prove, without any doubt, that the I.S.E. is not any kind of a membership racket. So, send in your dues for this year and let's build that Treasury up a little for the necessary expenses of operation. UNITS should make this matter a spceial order of business at their forthcoming meetings.

ADVERTISING CAMPAIGN

Last Fall a little drive was made among the I.S.E. Membership for funds to be used in an advertising campaign. Results had been unexpectedly good in the small campaign of 1951 and we thought it a good idea to go in for a larger campaign in 1952-1953. Advertising, we think, is the modern way to make an organization such as I.S.E. known. To buttress this, the C.O. has recently received letters of inquiry from England and Mexico. Somehow, the word gets around. Well, to shorten our story the ad campaign is now under way. Below is a copy of the ad and following it a list of magazines in which it will appear with dates of appearance, together with the addresses of the magazines and price per copy so that Members may arrange to receive copies of the issues containing the advertisement.

HERE'S TO A BETTER AMERICA

> The supreme social challenge of this age (whose alternative is social chaos) is to make the world an ever better place in which to live. It is a challenge because it is now a possibility. Doing it involves placing the General Welfare of ALL men first, through social cooperation. This cannot be done in our society which, through competitive personal aggrandizement, places individual interests first. Present society, because of its divisive economic and social organization, institutionalizes conditions ever breeding mutual dissension, in which neither peace, cooperation nor good will can reign among men.
>
> To meet the challenge of this age, a directed social mutation is now required. This will have to be a projection and expansion of the best in our present society into the form of a Democratic-Scientific Social System. It is now possible to design such a system and to install and operate it democratically.
>
> North America has the social knowledge, the scientists, engineers, technicians, educators and literate population; the skilled labor force, management know-how, installed technology and natural resources; the required democratic institutions and traditions; and also many functional operations already foreshadowing the Better America of Tomorrow. Hence, a directed social mutation, now necessary, is now also possible.
>
> If interested, write for the I.S.E. Orientation Course (noncommunist-nonfascist) outlining the democratic-scientific approach to social problems, $1.50 postpaid.

The ad will appear in the Friends Intelligencer, a weekly periodical of the Society of Friends, in The Humanist, a bimonthly journal of the American Humanist Association, in The Nation, well known national liberal weekly, in The Progressive, national liberal monthly, in the New Republic, also a well known liberal weekly, and in The Progressive World, monthlu magazine of the United Secularists of America.

Addresses and prices of the magazines, with dates of appearance of the ad follow:

> Friends Intelligencer, weekly, 1515 Cherry St., Philadelphia 2, Pa., we do not have the subscription price and per copy price of the Intelligencer. However, both are quite low, and copies can be obtained from the address given. The I.S.E. ad will appear in the issues of March 21st and April 4th, 1953.
>
> The Humanist, bimonthly, 117½ Glen St., Yellow Springs, Ohio, subscription, $2.00 per year, single copies 35¢, I.S.E. ad will appear in the No. 3, May-June, 1953 issue.
>
> The Nation, weekly, 20 Vesey St., New York 7, N.Y., subscription $7.00 per year, single copies 20¢. I.S.E. ad will appear in issue of March 28, 1953.
>
> The Progressive, monthly, 408 West Gorham St., Madison 3, Wis., subscription $4.00 per year, single copies 35¢. I.S.E. ad will appear in issue of April,/53.
>
> New Republic, weekly, 40 East 49th St., New York 17, N.Y., subscription is $6.50 per year, single copies 20¢. I.S.E. ad appears in April 11, 1953 issue.
>
> Progressive World, monthly, Box 27, Clifton N.J., subscription $3.00 per year, single copies 30¢. I.S.E. add appears in issue of May, 1953.

With the above data, Members and Friends of I.S.E. will be able to make arrangements to get copies for themselves and friends. If this ad pulls good we will have it printed on small, single sheets, to be used as inserts in envelopes. The price should be low enough so that all Members can lay in a supply to be mailed out to anywhere and anyplace.

The NEW ANALYST

This issue of the NEW ANALYST will be the last issue containing diversified material, as formerly, for an indefinite period in the future. Coming issues of the NEW ANALYST will be devoted to publishing the first, tentative version of the I.S.E. plan for a new and better social system organized along democratic-scientific lines, together with a transition program, or a means for getting from here to there. We do not know how many issues this first, tentative version will require but will continue till we run out of material.

SPECIAL NOTICE: It is to be strictly understood by all and constantly emphasized by all Members and Friends of I.S.E. that the material appearing in the NEW ANALYST is NOT a complete and perfect plan for a new social system, but is the first, tentative draft of what, after many revisions, we hope to be able to offer as the sane way out of our modern social dilemma.

Members and Friends of I.S.E. are sincerely requested to study I.S.E's projected design for a new system and to criticise it ruthlessly, and to send their criticisms here. We make no pretensions to superior wisdom, and we have no pipeline to the infinite. This project is purely a work of study, sweat, criticism and revision to reach our goal. If we wait for an angel to subsidize us or a superman to do our work for us it will never get done. We will publish and revise and publish and revise until we have something good. The I.S.E. INFORMATION CIRCULARS will be continued from time to time also.

NEA

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NEW ANALYST

INSTITUTE OF SOCIAL ENGINEERING
2623 LAWRENCE AVENUE
CHICAGO 25, ILLINOIS

Vol. 4. No. 8
Whole No. 34
November, 1953

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Periodicals

U. S. N. A. INC.

(United States Of North America Incorporated)

by Esop Jason

A Proposed Design For A
Democratic-Scientific Social
System, With Transition Plan,
Or How To Get From Here To There.

PART ONE

The Development Of Social Life

(Turn To Page 3)

LITERATURE OF I.S.E.

LEAFLETS	SINGLE COPIES	BUNDLE ORDERS
A Clear Call	3¢ Each	1¢ Each
Articles Of Fact		
Formula For Peace		
Mr. Union Man, What Now?		
Mr. Church-Goer, What Now?		
Mr. Scientist, What Now?		
You, Science And Your Future		
Ten Commandments Of Social Change		
Ten Commandments Of Functional Society		
Yesterday-Today-Tomorrow	5¢ Each	2¢ Each
PAMPHLETS		
Declaration Of Principles	15¢	10¢
Constitution & By Laws	25¢	15¢
Current Social Program	15¢	10¢
Tabloid Of Social Engineering	25¢	15¢
Design For Tomorrow	15¢	10¢
Literature Contact Packet	25¢	15¢
PERIODICALS - Information Circular The New Analyst	10¢	5¢

(Coupled Alternately, 12 Issues, $1.00)

PURPOSE OF THE I.S.E.

To Analyse the social and economic problems of the countries of Anglo-America.

To Formulate an overall design of democratic-scientific social and economic operations that will most probably solve those problems, by providing abundance, security, equal opportunity, and more personal freedom for ALL.

To Transmit this analysis and socio-economic design to the people of Anglo-America (Canada & U.S.) by nonsectarian, nonprofit, educational methods.

MEMBERSHIP AGREEMENT OF I.S.E.

I Agree with Article 12-F of the I.S.E. Constitution that both Communism and Fascism are invalid in Anglo-America, and with the prohibition of the use of the Organization of I.S.E. to advocate either of these foreign ideologies.

I Agree Further with I.S.E. that my sole allegiance belongs to the duly constituted Governments of Anglo-America, now existing, and that I will work for Social Change for the General Welfare of ALL in harmony with the democratic processes and legal requirements of the countries of Anglo-America, as provided in the Statement of Purposes of the Articles of Incorporation of I.S.E.

Incorporated Under The General Not For Profit Corporation Act Of Illinois, 1949.

INSTITUTE OF SOCIAL ENGINEERING, 2623 Lawrence Avenue, Chicago 25, Illinois.

Printed In U.S.A.

U.S.N.A. INCORPORATED is not a Utopian work. Those readers seeking in it an idealized picture of a perfect society will be disappointed. However, if the reader is a stable citizen who is concerned about the mounting host of social problems and is frightened by the ominous prospects of the future; if he is a patriotic citizen who loves his country and is anxious for the welfare of his family and fellow men; if he is deeply distrustful of those twin delusions of the modern world, political communism (dictatorial state capitalism) and social fascism (clerical-corporate slavery); if he places a high value on the freedoms and civil rights our forefathers fought to establish; if he can see that America is now able to provide abundance, security and equal opportunity for all its people; if he believes that the promise of America is not a decaying dream and that its greatest generations do not lie buried in the past, but that the true vision of America has not yet been seen by her people and that her finest pages are yet to be written, then, that reader will not be disappointed.

Webster defines Utopia as: "any place or state of ideal perfection; an impracticable scheme of social regeneration." The Dictionary of Modern Economics defines it as: "an idealized representation of social living in which economic and political institutions and instrumentalities are designed to create a perfect society." U.S.N.A. is not that sort of delineation. Rather, it is a picture of what America can become with the material it has at hand now, and how to go about doing the job.

Starting from where we are now, with all our grievous social problems piled high around us and with our scientific knowledge and great technology as tools with which to work, we can clear away the social debris of the ages, construct a new and better society and dismantle the old, concurrently and peacefully, over a short period of years. It will not be a Santa Claus society in which everybody gets his heart's desire on a silver platter, for nothing. It won't be dictatorial political communism or a clerical-corporate fascism. It will not be a problem-free society for as long as human beings associate in social life there will be problems crop up. Rather, it will be a minimum problem-creating society with maximum problem-solving ability to replace our present maximum problem-creating system with its minimum problem-solving capacity. As a matter of definition, it will be a Democratic-Scientific Social System.

Such a society is a natural outgrowth of the historical advance of democracy and science. It is compatible with the best ideals and traditions of America and with its best cultural patterns and functional technological practices. In fact, the proposed design of U.S.N.A. INC. is only a projection and expansion of all that is best in our present society. By best is meant best for the General Welfare of ALL. The moral, ethical and legal inspiration for U.S.N.A. INC. is not derived from any foreign ideology or source but arises out of one of the basic purposes for which the United States of America was established, as stated in the Preamble to the U.S. Constitution and in Article 1, Section 8 of that document, which is to promote the General Welfare of the people of this country.

The General Welfare of ALL can only be realized by reconstructing our social system on a basis of voluntarily accepted ajustments producing a balanced ecology of human life with harmonious human relations under laws, customs and institutions subscribed to and authorized by the people as a whole. This is the objective that U.S.N.A. INCORPORATED reaches for.

N O T I C E

This printing of U.S.N.A. INCORPORATED is not intended to be a finished presentation. It is merely a tentative first draft. The plan is to present this first draft for circulation with the idea of inviting suggestions and criticism so that succeeding printings can be improved. After the criticisms have been digested and the suggestions considered and more research has been done a second draft will be presented. This process will be repeated as often as is necessary until a design is achieved that will approach most closely to what is needed. The intelligent criticism and suggestions of every reader is solicited.

PART ONE

The Development Of Social Life

"It is for America to abandon the
ground on which hitherto the history
of the world has developed itself."

- Napoleon Bonaparte

OUT FROM THE CAVE

The development of civilization has been due to one chief force operating by one general method. The force has been the slow accumulation of knowledge over a long period of time. The method has been a hit and miss or trial and error process, unplanned and undirected. Like Topsy in UNCLE TOM'S CABIN, civilization "just grew." Early Man, forced by the necessity to survive, resisted the opposing forces of his environment and in resisting acquired knowledge which enabled him to resist more effectively and to adapt himself to a wider range of conditions. The spoken and written word enabled him to pass acquired knowledge on to succeeding generations. In this respect Man differs from the rest of the animal kingdom and has been called a "time binding" animal.

It is said that, in the beginning, in different forms, (polygynous, polyandrous, monogamous, matriarchal and patriarchal) was the family; a natural association of blood and adopted kin living and working cooperatively for the common good of the group. One widely accepted theory of how societies rose out of families holds that as familise grew in numbers they split into clans, or groups of families, having a common ancestor. With further growth the clans united into tribes, or aggregations of clans. Still further along the road, tribes coalesced into nations.

In tribal life various types of chiefs such as war chiefs, totem chiefs, headmen, and the ever present medicine man, constituted the ruling group. The methods of producing the necessities of life, food clothing and shelter, were by hunting, fishing and crude forms of agriculture. The methods used for supplying these necessities to the tribal members were, most commonly, a communal sharing of the available goods and services supplemented by barter between individuals, families, clans and tribes. Much of this pattern still exists among the primitive tribes of today.

The next widespread stages of social life, after tribehood had passed on into nationhood, were chattel slavery and feudalism. These systems were largely autocratic. The tribal chief had now grown into a king. To make his position more secure it was endowed with divine sanction by the still ever present medicine men, now exalted into a divine priesthood with institutional trappings and vested interests in the status quo. In time, as social life became more complex, important minority groups of slave holders, land owners and traders arose whose interests had to be considered by the king. Their wealth and influence won for them a voice in the social setup and the king was forced to share his power and authority with them to some extent. So, autocracy became modified with oligarchic (rule by the few) features as the slave and feudal systems developed.

Under these systems the methods of producing the necessities of life were mainly by agriculture and the handicraft fabrication of goods, with hunting and fishing playing a minor role. The methods used for supplying necessities to the slave and feudal population changed from the barter and communal sharing of tribal life to the furnishing of a bare subsistence to the people as a part of their bondage.

With the invention and development of money another system for supplying goods and services came into use. For a long time it was restricted to the well-to-do because the masses seldom had any purchasing power in the form of money. This system was the buying and selling of goods and services by means of valuation and pricing with the use of money as a medium of exchange. In this value-price-money system the seller always charges more for his goods and services than they cost to supply. This mark-up above cost came to be called profit. With the idea of profit added the value-price-money system became a value-price-money-profit system. In time this system replaced the chattel slavery and feudal systems because it was more efficient in the exploitation of human and natural resources. Much more can be said on the role of money in social life and it will receive further consideration in Part Three of this work.

DOG EAT DOG

Beginning with the Renaissance, about 1400 A.D., and the Reformation of the next Century came the appearance of early modern capitalism and the Western World entered the present era. As first the Commercial and then the Industrial Revolution progressed the production of goods and services became increasingly characterized by improved forms of agriculture and a growing decrease of handicraft fabrication. With the invention of the steam engine in the 18th Century came a growing use of machine production and technological methods. Today the machine and technology dominate production in Western civilization. Moreover, in the most advanced technological areas, such as the U.S. and Canada, the processes of technology and machine production have become so complex and interdependent and the knowledge and skills required to develop, operate and maintain them so specialized that the whole set up has become extremely precise and delicate. It is a hard long process to build a technological productivity but it can be destroyed overnight. This major fact of contemporary social life dictates a new approach to social problems in advanced technological areas.

In spite of the advance of technology however, the methods used for supplying goods and services to the people, although becoming more refined with time, remain today essentially the same as they were for ages past. That is, supply is effected by value-price-money-profit methods, or rather, is incidental to those methods. This means that such supply as results is the end product of the manipulation (buying, selling, trading, hoarding, controlling, restricting, wasting, destroying, and giving away at the taxpayer's expense) of the available supply of goods and services. The purpose of this manipulation is not to supply the population with anything, primarily, but to make profits for those who control and operate the process. Over the ages, the folklore, folkways and traditions of social life have become slanted to buttress and support this so-called method of production and supply.

This type of civilization is now world wide and at least as old as written history. The essential ingredients of modern capitalism were present 5000 years ago under different names. Today, advanced students of social life and its problems recognize this ancient system, in its modern camouflage of "free enterprise", as the same old incubus that has always ridden the backs of humanity. Its correct name, for short, is the Money-Profit System.

The particular device, or institution, in the Money-Profit System by which the supplying of goods and services to the population is supposed to take place is called by economists the "open market." The cardinal rule of the open market is that those engaged in it must always buy as low as possible and sell as high as possible. Since it is impossible to take more out of anything than one puts in (precisely what every private enterpriser tries to do) it can be seen that, over the long run, the whole system must come to periodic stops or go in for periodic wars to replenish the bin with exploitable resources.

The open market system was characteristic of early modern capitalism. The conditions for doing business at that time were fiercely competitive, pricewise. This competition tended to encourage ever better technology. Following the Civil War, the western world gradually abandoned the open market system. Individual companies combined into trusts and great corporations were formed. Price competition was largely scrapped in favor of production controls and planned industrial methods. Today, price competition is rarely met with. Its place has been taken by a false competition based on advertising claims. In fact, modern industry is now largely a private corporate collectivism, controlled by powerful and independent boards of directors, many of them self-perpetuating and not responsible in fact to even the corporation stockholders. We still hear much talk about competition and the open market, but this propaganda is about as hard to verify as are the seasonal rumors about sea monsters and the myths about werewolves. The open market is now a closed and closely controlled collective of a minority group to exploit the majority of the population and the nation's natural resources for all the profit the traffic will bear.

As noted, the open market system of early modern capitalism with its cutthroat price competition did serve as a powerful stimulus to the advance of science and technology. It must not be assumed, however, that early modern capitalism conceived and carried out the advance of science and technology. Rather, it used that advance for its own purposes and in doing this was forced to give science greater scope and freedom. Science and technology arose out of the slow accumulation of socially useful knowledge, the growth of which had been under way for milleniums before capitalism came of age. The Money-Profit System arose out of the scheming brains of money-changers and peddlers, and has ridden to glory on the coattails of science and technology.

The expansion of capitalism made possible by science and technology has not included much expansion in the General Welfare of ALL. Today, the large majority, even in "rich America" is insecure in their livelihood. Perpetually without sufficient purchasing power with which to buy and guarantee a decent living from cradle to grave, the underlying population must fall back on various types of doles and "fringe benefits" such as poor houses, inadequate social security laws, and niggardly pension and retirement schemes. The Money-Profit System, including its latest form of modern capitalism, has remained practically static on the humanitarian side while developing rapidly on the scientific and technological side.

ENTER DEMOCRACY

With early modern capitalism came something else new under the sun at that time, i.e., political democracy. The Ancient World had seen limited types of democracy and the democratic idea had been gestating in folklore and literature for milleniums when the rising commercial groups seized upon it as a weapon for their own use. This political-democratic method of marshalling the consent and support of large segments of the population, along with certain civil rights inherent in the democratic idea, was one of the major weapons used by early modern capitalists with which to unhorse Kings, the Nobility and the Mercantile State and to take over control of the social system for them.

In promoting the advance of science and democracy, early modern capitalism introduced a Trojan Horse into the ancient Money-Profit System. The most astute enterprisers recognize this today and are trying to backtrack to authoritarian ethics and ideals. Hence the recrudescence of fascism in the modern world. Democracy and Science, however, are barely started on their true role as efficient servants of the General Welfare. Behind the scenes today, the control of our society still rests in the hands of the few who own the means of production. We can say that our present system operates by oligarchic methods with certain democratic features.

FACTS OF SOCIAL LIFE

In this brief summary of social life of the past and present certain facts emerge as apparent.

1. Civilization arose out of and is based on accumulated knowledge.
2. Since knowledge is a product of group life, it belongs to ALL and hence civilization belongs to ALL.
3. Early civilizations were autocratic, tempered with oligarchy. Present society is oligarchic, tempered with democracy.
4. Previous stages of social life, including early modern capitalism never limited production deliberately.
5. Corporate capitalism, today, must limit production deliberately and maintain an inequality in the supply of goods and services to the population in order to manipulate money, values and prices. This is a must for corporate capitalism because the concept of manipulation arose in an era of a natural scarcity of goods and services and because now that science and technology have abolished natural scarcity in most lines an arbitrary, artificial scarcity must be employed to carry on.
6. The manipulations of the Money-Profit System had some justification in early modern capitalism because it assisted the advance of science and democracy.
7. Private competition, manipulation and control of the productive process has outlived any usefulness it may have had in the past and now serves only to maintain and worsen the status quo.
8. Modern civilization has advanced rapidly on the scientific and technological side while remaining almost static on the social humanitarian side.
9. Most of the socially worthwhile things in modern life can be attributed to the advance of science and democracy, while most of the problems and anti-social practices in civilization are directly due to the essential nature of the Money-Profit System.
10. The tenuousness of modern technology dictates a democratic-scientific approach and solution to social problems.
11. Overall democratic-scientific social planning is the only way we can solve both individual and collective social problems.
12. This social dictate cannot be carried out under the Money-Profit System because it is an oligarchic collectivism operating primarily in the private interests of a minority.
13. A publicly owned General Welfare social system is now necessary.
14. The alternatives to a democratic-scientific social system are social fascism or political communism.

AS THE TWIG IS BENT

Let's examine these points a little further. Underlying the slow growth of civilization from tribal life to the atomic age was a slow growth of knowledge which enabled civilization to progress. Since this acquisition of knowledge has, over the ages, been a community process, i.e., made possible by the facilities which are a part of social life, and since countless thousands of known and unknown individuals contributed to this knowledge, it is evident that all knowledge is the common property of mankind.

The roots of civilization lie in past and present knowledge. All knowledge belongs to the people as a whole. Consequently, social systems as such, with all their perquisites, belong to all the people. No minority group has any sort of valid claim to own or control any social system. It is the creation of people and belongs to them as a whole. Social systems exist for people, not people for the systems.

Another fact seems evident from our summary. All previous forms and the money-profit system up to the advent of early modern capitalism produced goods and services up to the limit of the capacity of their available manpower and handicraft tools. Under-supply always existed in the past. However, it was not caused by deliberate under-production, but by natural limiting factors over which the people had no control.

With the advent of later modern capitalism the reverse procedure began to be the rule. The former natural limiting factors against greater production lost their power as knowledge increased. As productive efficiency grew, it became more and more possible to increase production more and more. Lo and behold, it also became necessary for modern capitalism to limit production more and more. Except in its earlier days, modern capitalism never could afford to produce to the limit of its technological capacity, simply because it cannot sell its full productive capacity at a profit. All it can do is to produce as much as it can profitably manipulate and dispose of. Of course, there are exceptions to this rule even today in some lines. However, in the totality of money-profit system operations this is correct.

Here is a prime flaw of the late capitalist stage of the money-profit system. It must exact a profit from production and supply. Consequently, it cannot produce and supply an abundance of goods and services to all people, for there is no known way to manipulate or exact a profit out of abundance. The whole idea of profit requires an inequality between production and supply. Capitalism must, therefore, maintain an inequality in the supply, that is, an arbitrary artificial scarcity, else it goes out of business.

By supply we mean the daily, yearly and lifelong amount of goods and services of all kinds that the individual and the community actually receives out of the system. From the social engineering point of view, the total supply received by the population is the total distribution achieved by the system. The word "supply" is used throughout in preference to the word "distribution" because it is more precise. Distribution means the total process of transferring goods and services from production to consumption. Supply means the actual physical amounts made available and received. Your supply is what you get out of the system, from food to health, housing, education, opportunity and security. The total supply of all things necessary for a full life is what the system produces, or can be made to produce. Today, the system can produce and supply an abundance for all, but it dares not.

The above being the case, most of the people must always be without sufficient goods and services. It was ever thus and it will be ever thus as long as the Money-Profit System lasts. Having become habituated to enforcing an inequality in the supply of goods and services to the population, the Money-Profit System has extended this inequality to the supply of justice, opportunity, civil rights, etc. Thus, our modern American culture presents a ca mouflaged and confusing picture of democracy, science, and potential greatness watered down and sicklied o'er with Money-profit concepts and ethics. Men of good will have struggled for generations to correct unbalanced social conditions, with little permanent effect. When one wrong is righted, another one pops up. It is impossible to achieve social balance in a socially unbalanced system.

Another fact implicit in our brief survey is that competition as a spur in the social system has outlived its usefulness. Competitive buying and selling on the "open market" was a powerful stimulant to technological advance BEFORE the problem of mass production was solved. Now that we know how to produce an abundance of the necessities of life the competitive buying and selling of these goods and services induces anti-social practices tending to postpone solution of the overall problem of distribution and to maintain a status quo that has outlived its useful reason for existence.

ME FIRST OR ME TOO

Only a thin barrier now separates the private collectivism of late, modern capitalism from a General Welfare Social System. Many of the current practices of monopolies, oligopolies and cartels are essentially collective in nature. Today these practices are used to restrict production and to rig the open market. Tomorrow, they will be used to increase and stabilize production at the level necessary to supply an abundance of necessities to all. Management can operate as well for abundance as for scarcity. This was demonstrated during World War II.

The barrier separating private benefit capitalism from a public General Welfare system consists of Money-Profit System folkways, folklore, traditions and the superimposed institutions arising out of them. These evolved over a long period of time and are designed and "slanted" to buttress the money-profit system as a whole. These concepts and institutions have long ago lost their validity for the most part, in view of the underlying technological realities that uphold civilization today.

Another great depression, or a Third World War, providing it does not destroy too much technology, may be sufficient to break down the barrier separating the private collectivism of capitalism from a General Welfare System. When that happens the people of America will come into possession of their own civilization for their own use as a people, collectively.

It might be pointed out here that the word "collective" stands as symbol for a group of people and their collective interests as individuals. The private collectivism of today's capitalism stands for the collective interests of the minority who own and control society. A public General Welfare System would stand for the collective interests of ALL. In this age of science and technology an individual can best solve his individual problems by solving group problems, because most of his personal problems are similar to those of other individuals. They arose as a part of the group problem. A General Welfare Social System is a way of producing goods and services and supplying them to the population wherein technology is organized along collective lines to solve individual problems.

MAKE NO LITTLE PLANS

This brings us to another fact implicit in our brief survey of social development. That is, the vital necessity for overall social and economic planning on a national and later a continental and world basis.

Civilization, in slowly acquiring a vast body of knowledge from which a multitude of a scientific principles have been formulated, has come into possession of something more valuable than the knowledge itself. That is a method of testing knowledge, of acquiring more knowledge and of controlling and directing social life in general. This method is known as the scientific method, and there is nothing mysterious or difficult about it.

The scientific method has a well defined technique, consisting of three general steps: analysis (investigation), synthesis (bringing together), and operation, or the procedure of application. The analytical step consists of the collection of information, facts and data regarding the problem under consideration by means of observation, research and controlled experiments. The step of synthesis consists of finding the interrelated factors involved and forming conclusions and principles by testing and the use of logic.

Planning is the essence of the scientific method and that method of acquiring and applying knowledge is at the base of our technological civilization. Planning is applied extensively in all field of production. It is a must there. Overall social planning is also rapidly becoming a must in the field of supply, or distribution. Charles A. Beard, noted historian, put it this way in an article entitled "A Five Year Plan for America"in THE FORUM, July 31, 1931:

> All Western civilization is founded on technology, and of inner necessity technology is rational and planful... Technology cannot begin anything

> -without first establishing a goal, a purpose. To proceed at all, it must stake out a field of work; then in execution it must assemble materials and engines and carry on its operations according to blueprints until it reaches its predetermined ends... If technology, now young, is to go forward - and it will under the drive of mass demands for the comforts and conveniences of civilization - then the area of economic life controlled by planning will widen. The only question is under what institutional auspices.

It is only by scientific planning for the General Welfare of ALL that modern social problems can be solved. Since this cannot be done by the Money-Profit System under the rules of the game of that system a new social system is necessary. America has everything it takes with which to design, install and operate a better social system. We have the men, machines, resources and knowledge. Since civilization belongs to all the people, any mandate for a new social system must come from the people. When given, this mandate will set science and technology free to design a better system.

It must be pointed out that the only alternatives to scientific overall planning for the General Welfare are first, to continue to drift aimlessly on to meet sooner or later with a major social crisis that would overwhelm us or, second, to allow ourselves to be inveigled into a reactionary collectivism of the right, i.e., social fascism. Let it not be forgotten that planning is characteristic of fascism also, but fascism plans for the benefit of the few instead of the many. Since we cannot drift aimlessly much longer, we will get national planning of one kind or another eventually, whether we like it or not. The choice is a choice between the slavery of fascist planning and the freedom of democratic-scientific planning.

WOLVES AT THE DOOR

The people of Germany and Italy were both inveigled into reactionary collectivisms of the right. Mussolini made the Italian trains run on time. Hitler abolished unemployment. Both collectivisms put a minimum subsistence floor under the living standards of the people. This was about all the people got out of it. The price they paid consisted of their liberty and civil rights. Reactionary collectivisms of the right are based on compulsion from above, compulsion in race, religion and economics. Regimentation of the people is their guiding philosophy. Sooner or later all reactionary collectivisms of the right must resort to war to maintain their system. Social fascism must expand or die. The people of Germany and Italy learned that the hard way.

A word is in order here about what is called communism in the modern world, as it actually operates. We are not concerned with the theoretical concept as it appears in the books but with the form of modern state capitalism, erroneously labeled communism, which is now in power in many countries.

Modern private capitalism fears and hates modern state capitalism because it disenfranchises private, free enterprise. Modern state capitalism fears and hates modern private capitalism because it disenfranchises the state as the sole enterpriser. These two forms of modern capitalism are irreconcilably opposed to each other. One labels the other as being communistic and the other smears the first as being fascistic. Neither label is correct but only semantic expressions of their mutual hate.

The chief characteristics of modern state capitalism are a strong central government, the police state, denial of individual liberty except within the framework handed down from above, and a state monopoly on production, supply and profit. Modern state capitalism exhibits the same pecuniary characteristics as modern private capitalism (rent, interest, profit, etc.) except that there is only one enterpriser instead of many.

It is worth noting that modern state capitalism arose in what was then a technologically backward, or handicraft-agrarian, economy, with a history of stratified classes, dictatorial governments, and an absence of the democratic tradition. It is also worth noting that modern private capitalism arose in the more technologically advanced areas, with historical records of rebellions and revolutions against dictatorship. Where democracy and science made their greatest advances is where we find modern private capitalism. Where there was little or no democracy, historically, is where we find modern state capitalism.

The point of this is that while modern state capitalism (phony communism) may have some validity in backward economies as a step forward it is an unnecessary stage in the social development of the Western World, and especially America. Communism and/or state capitalism would be a long step backward in America. It must be remembered that the Western World actually went through a form of state capitalism between the 16th and 18th Century in what was then known as the Mercantile State. Modern private capitalism, itself, arose as a revolt against Mercantilism. The social problems of America cannot be solved by changing the present form of capitalism into another form, either the corporate state of fascism or the phony communism of state capitalism.

America does not need a strong central government. It needs a functional society in which the political structure called government will not be a separate dominating heirarchy of party or bureaucracy but an integral, coordinated part of the whole socio-economic system. America does not need a police state to keep tight control over the people. It needs a social structure wherein the power flows from the people to keep tight control over the state. America does not need, nor want, a denial of liberty and individual freedom within any artificial framework imposed from above but the extension of these things insofar as possible within the natural limitations of the General Welfare of ALL. America does not need a state monopoly in production, supply and profit but a functional organization of production and supply on a cost-accounting-use basis.

If the people of America continue to drift aimlessly much longer, as we have been doing for a generation since this problem became clear, the logical end of the road will be a major social crisis in which the forces of both phony communism and a pious fascism will make strong bids for control. Fortunately, there is a third way that America can go. That way is the democratic-scientific way. To point out that way and to show how it can be found and followed is the whole point and purpose of this writing.

THE DEMOCRATIC-SCIENTIFIC CONCEPT

The Institute of Social Engineering has published considerable material on the democratic-scientific concept of social change and approach to social problems. To avoid repetition here, we refer the reader to this material, particularly the Tabloid of Social Engineering, the I.S.E. Orientation Course and the leaflet You, Science and Your Future. However, a few additional points can be brought out here.

Science is a body of knowledge and a method. There is nothing inherently democratic or antidemocratic about it. As such it can operate under either a democratic or autocratic form of society. It has been said that science is neutral. The scientific method proceeds upon a basis of facts as determined by observation and experiment. Opinions enter into the process in the form of assumptions but these are usually based on prior knowledge or observation and are always subject to revision or scrapping by experimentation.

Values are usually excluded from the domain of science. It is hardly ever a question of whether any development is "right" or "wrong" or "good" or "bad" but whether it will work, why it works and how it works. The application of science as in technology is guided by considerations of utility. Under the Money-Profit System these considerations are utility for profit, for war, for monopoly control, and for the general interests of the private collectivism of the minority who own and control society.

However, the furtherance of these considerations conflicts with other and greater considerations. These are the considerations of utility of the people as a whole for adequate food, clothing, shelter, health, education, equality of opportunity and a better life all around. The question is, how much longer shall the higher considerations of humanity as a whole be kept in subservience to the special considerations of a minority. Science, in its nature, cannot answer that question.

However, there are sciences and sciences. Broadly speaking, we divide them into two groups, the physical and social sciences. The physical or so-called natural sciences are rigorous and exact in their methods. Out of them arose the technology of industrial production. There is little of what we consider as democracy in the physical sciences. The social sciences such as history, politics, economics, sociology, psychology, anthropology, etc., are another case. The physical sciences look upon the social sciences as a sort of poor relation and deny that social science is even a science.

Be that as it may, it is within the framework of the social sciences where we must look for the solutions to modern social problems. Physical science, being unconcerned with values has forged far ahead. It has now reached the point where its progress is able to destroy the whole world of modern man unless the social sciences can come up with peaceful solutions to the problems threatening us with chaos. Social science, unlike physical science, is intimately concerned with questions of human values. That is why it has made less measureable progress. The great variability of the human factor and considerations of human values are among the chief items dealt with by the social sciences. Consequently, it is in this field that we must find our solutions, not by declaring a moratorium on physical science and pushing social science ahead but by coordinating the two fields insofar as possible and integrating them with a third field which is not a science at all but a state of mind. Here enters democracy.

Social science differs from physical science in that it is mainly concerned with the individual and the culture, while physical science deals with the objective things in the physical world around us. The concepts of democracy are the very essence of all ideas dealing with the dignity, rights and worth of the individual. There is no science of democracy. It is, rather, an unquenchable state of mind that has manifested itself time after time in human history.

The essence of it is that societies, or social organizations, such as clans, tribes and nations, exist for the benefit of the individuals comprising them. The principle of it is to secure the General Welfare, i.e., safety, freedom, equality of opportunity and economic well being of every individual by organizing and operating the society to provide these things for all people. Democracy has three aspects, political, social and economic. In America we have considerable political liberty, but precious little economic or social freedom.

The problem of modern man is how to reconstruct society so as to make the democratic ethic supreme in social operations. This can be achieved by synthesizing science and democracy, in the service of Man. A formula for accomplishing this is suggested in the leaflet You, Science and Your Future. Briefly, if societies exist to serve Man, it is the prerogative of people to determine what they need and want out of their society. These needs and wants determine the major functions and objectives of the society. They can be called the WHAT of social operations. The WHAT of society is primary and must be determined democratically. The first and last words on major social decisions must rest in the hands of the people, and the civil setup must be organized so they can exercise their decision-making power in practice.

After the WHAT, or major decision, is made there comes the HOW of the WHAT, or the problem of doing the thing or things that have been decided upon. At this point we enter the domain of the physical and social sciences. It is their function to work out the HOW of social operations. However, social science also has an important role in helping to determine the WHAT by furnishing basic social knowledge to the people upon which correct decisions can be based.

Once the decision on the WHAT of social problems has been made by the people the problem of the HOW is turned over to science for working out. Technological considerations take primacy in working out the HOW of social operations. Democracy has set the course but technology powers and captains the ship.

A society operating on these principles is a democratic-scientific social system. It is a form of society beyond all forms of the Money-Profit System, such as private capitalism, state capitalism (communism), the clerical-corporate state of fascism, or democratic socialism. It is a democratic-industrial society that transcends all these. Such a society must be achieved by design. It can never be reached by a happy accident or by casual, hit and miss evolution.

Some of the problems connected with designing and installing a democratic-scientific society in America will be considered in Part Two. These are problems concerned with a transition from the old to the new, or what must be done to get from here to there.

> "The thinking people of the world are agreed that there is need for economic reorganization on the basis of realistic needs rather than tradition. It is an impertinence to justify traditions on the assumption that the men who lived before us were all wise and that their successors are less competent to blaze trails. Such assumptions are unworthy of respect. None has the wisdom to legislate for posterity. Actually, we are far more competent to formulate judgments than were our forefathers, thanks to our heritage of accumulated knowledge and experiences. In the realm of knowledge, we of the present are the oldest and wisest. There is much wisdom in the assertion that human progress is largely a matter of finding new truths and getting rid of old ones. It is unthinkable that we should permit a blind reverence for traditions to act as a negation of scientific achievement."
>
> Irving H. Flamm - in "An Economic Program
> for a Living Democracy"

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NEW ANALYST

INSTITUTE OF SOCIAL ENGINEERING
2623 LAWRENCE AVENUE
CHICAGO 25, ILLINOIS

Vol. 4, No. 9
Whole No. 35
March, 1954

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(United States Of North America)

by Esop Jason

A Proposed Design For A Democratic-Scientific Social System, With A Transition Plan

PART TWO

Before The Transition

> "Make no little plans; they have no magic to stir men's blood ... Make big plans, remembering that a noble, logical diagram once recorded will never die ... but will be a living thing asserting itself with ever growing insistency."

- Daniel Hudson Burnham (1846-1912), architect, designer of the world's first steel skyscraper, chief designer of the World Columbian Exposition, 1893, and author of The Plan For Chicago.

(Turn To Page 3)

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PURPOSE OF THE I. S. E.

To Analyse the social and economic problems of the countries of Anglo-America.

To Formulate an overall design of democratic-scientific social and economic operations that will most probably solve those problems, by providing abundance, security, equal opportunity, and more personal freedom for ALL.

To Transmit this analysis and socio-economic design to the people of Anglo-America (Canada & U.S.) by nonsectarian, nonprofit, educational methods.

MEMBERSHIP AGREEMENT OF I. S. E.

I Agree with Article 12-F of the I.S.E. Constitution that both Communism and Fascism are invalid in Anglo-America, and with the prohibition of the use of the Organization of I.S.E. to advocate either of these foreign ideologies.

I Agree Further with I.S.E. that my sole allegiance belongs to the duly constituted Governments of Anglo-America, now existing, and that I will work for Social Change for the General Welfare of ALL in harmony with the democratic processes and legal requirements of the countries of Anglo-America, as provided in the Statement of Purposes of the Articles of Incorporation of I.S.E.

Incorporated Under The General Not For Profit Corporation Act Of Illinois, 1949.

INSTITUTE OF SOCIAL ENGINEERING, 2623 Lawrence Avenue, Chicago 25, Illinois.

Printed In U.S.A.

PHYSICAL POSTULATES OF SOCIAL CHANGE

A postulate is something that is self evident, or too plain to require proof. Several physical postulates are clearly perceivable behind this proposal to redesign the present social system and set up a better one in its place. Among these are:

1. It is now economically, politically and morally necessary to have a new and better socio-economic system than the Money-Profit System under which we exist at present.
2. It is, likewise, economically, politically and morally impossible to obtain such a society within the framework and rules of the present Money-Profit System, because it cannot operate contrary to its nature.
3. Any attempt to overthrow the present social system of America by force and violence from without or within can result only in disaster, because there would be much destruction of our installed technology and trained personnel involved and this would make a better society physically impossible, since the physical possibility of such a society exists primarily in the present advanced state of science and technology and its potentially greater expansion.
4. In order to get such a desirable system, it will have to be accomplished by peaceful and legal educational and political methods, and this means that we will have to abandon the Money-Profit System and move into the better system by designed intent.
5. It is now possible to design and construct such a better culture by democratic-scientific methods, while simultaneously scrapping the old system in a planned and timed transitional operation.
6. This better social system must be based upon and operated by a combination of the concepts of democracy and the principles and methods of science and technology, as a projection and extension of the best features of our present social order.
7. The New and Better America of Tomorrow must be able to provide a sufficiency of economic goods and services, complete economic security, full equality of opportunity, and a maximum of civil rights and personal freedom for all citizens regardless of race, creed or color.

The ISE recognizes these postulates, and will not undertake to demonstrate them here, except to state that the ISE literature and Bibliography, with mountains of other concurring literature, and the physical conditions of modern civilization, indicate their pressing reality. As facts, these postulates are capable of confirmation. They constitute the starting point of any proposal to change over from the present dilapidated social system to a better social system.

ETHICAL CONCEPTS OF SOCIAL CHANGE

Arising from the physical postulates of social change are the ethical concepts which we must accept as fundamental authority for the entire process of social change-over, if that operation is to be carried out successfully. Among these concepts are:

1. The end in view must determine the means used. We reject the communist-fascist ethic that the end justifies the means.

2. No one man, no set of men, nor any political party must be trusted with supreme authority to effectuate a transition from the old to the new. The ISE rejects the principle of unchecked leadership.

3. Instead, a democratic-scientific method, or plan of transition, deriving its authority from a mandate of the people, in referendum assembled, must be set up as the governing and directing power. This means that we must follow a method instead of a man or set of men. Such a transition plan must, of course, be worked out by our best social scientists and technologists but once prepared by them and adopted by the people, all citizens must accept its sovereignty.

4. The method, or transition plan, adopted must contain within itself democratic-scientific provisions for being adjusted from time to time, when necessary, to the end in view and must be designed so that no individual or minority group can seize political power.

5. All present civil, religious and property rights must be respected and protected and no one deprived of them without due process of law.

6. All rules and principles upon which the transition will be conducted must be clearly stated and must not contravene the concepts of democracy or the principles of science.

7. A Governmental vehicle for effecting the transition must be legally set up at the beginning of the transition and legally liquidated when it is completed.

WHERE ARE WE NOW?

Having stated the physical postulates and ethical concepts behind our proposal, we can proceed to clear the ground further for the transition plan itself. This clarification consists of answering several questions which are prerequisite to launching into the transition plan. Among these are:

1. Where are we now?

2. Where do we want to go?

3. How will we get from here to there?

If these questions cannot be clearly and correctly answered, the whole idea of a social change-over is invalid. If they can be answered, then we are on our way. "Where are we now?" means - what is the nature of the social system we exist under now? "Where do we want to go?" means - what kind of a social system do we want to set up? "How will we get from here to there?" means - what materials and means will be used with which to scrap the old system and set up the new?

Obviously, we must know the nature of our present social system to be able to project a new and better system from its best features and to be able to devise practical means to get from here to there. Lacking such knowledge, all that can be done is to dream up a Utopia out of a vacuum, something totally unrelated and alien to our present culture and hence impractical, no matter how well motivated.

If you don't know where you are, you are lost; and if you don't know where you are going, you have no specific objective in mind. Hence, you cannot plan on how to get from here to there, since, being lost, you don't know where either here or there is. That's the trouble with 99-9/10ths of all present social reform and protest movements, and the reason they are inherently incapable of rational plans for social change. They are lost in the jungle of current social phenomena and do not have an overall concept of the nature of the Money-Profit System. They simply don't know where they are, don't know where they are going, and don't know how to get there.

The ISE has avoided this booby trap. From its beginning it has carefully studied the story of history and the present operations of the Money-Profit System. It has correctly evaluated the major and little understood role of democracy and science in our social order. The ISE knows where we are now as a social system. Second, the ISE has clearly stated a specific social objective to work towards, i.e., a culture of abundance, security, equal opportunity and maximum personal freedom for ALL. The ISE knows where we are going as a social system, if we do not fumble our manifest destiny. Third, the ISE has evaluated the social and institutional materials at hand with which to effect a transition and has incorporated them into its design. The ISE knows how to get from here to there.

This is not the place to prove these assertions, since it would take us outside of our story. However, question No. 1 has been answered at numerous points in the Literature of ISE, and a wide offering of correct information on this question is available in the Bibliography of ISE at the end of the Orientation Course. Question No. 2 will be answered in considerable detail in Part Four of U.S.N.A. Question No. 3 "How do we get from here to there?" will be answered in Part Three, THE TRANSITION. But, before we can get to that, a few points remain to be cleared up in Part Two.

WHAT'S ALL THE FUSS ABOUT?

The question of why do we want to go anywhere at all, or why a social change from one system to another is being proposed, may occur to some readers. They may wonder: "What's all the fuss about? Why not leave well enough alone? There'll be plenty of time to take this problem up if, as and when a major social crisis comes upon us." That same reader, who voices these obtuse thoughts, is very likely to have one or more insurance policies at home, or to be eligible for cash payments under Workmen's Compensation Acts or the Social Security law. The chances are he will also have automobile insurance. Thus, his illogicality is clear. If he wants to be a rugged individual and leave well enough alone, he ought to abjure all forms of insurance. Also, such antediluvian ideas reveal an abysmal ignorance of the trend of economic, political and scientific events in the modern world. It is no longer disputed among socially intelligent and conscious people that a Sword of Damocles hangs over the head of modern civilization.

The record of the last two generations is too plain to be mistaken. Listed there are two world wars; a number of smaller wars; a world depression; a world revolt of colonial and backward economices; world inflation; the piling up of mountainous public debts to avoid another depression worse than the last; the rise and defeat of world social fascism; the late recrudescence of neo-fascism in many countries; the rise of dictatorial world state capitalism (so-called communism) in opposition to private benefit capitalism; the great advances in scientific knowledge and the superb development of technology making it now possible to cancel out the ages-old ignorance and natural scarcity that have always handicapped Mankind; and the fearful development (under the Money-Profit System) of the staggeringly destructive power of atomic war weapons; all indicate clearly that an old era is ending and a new one is coming in. There is no sensible argument possible against this record. The futile sputterings of Pollyannas and apologists for the status quo and the blind stupid obstructionism of the Old Guard will not avail. The trend of events proceeds inexorably on. A new and better world is dawning, or else the blackness of a new Dark Ages is descending. One thing is certain. Social change is in the air.

Sensible people take out insurance against possible disaster in their personal lives. Social insurance against possible social disaster makes equally good sense. That's what the fuss is all about. If by some good fortune an individual never has to collect on his insurance but finds steady remunerative employment during his working years and is able to retire into a happy, healthy and useful old age with economic sufficiency, he is to be congratulated. But, that does not detract from the potential value of his insurance nor invalidate the value of insurance to others less fortunate than he. All around us, we can observe people for whom the possession of an insurance policy, in one form or another, has meant the difference between disaster and survival when their personal crisis came.

The same reasoning applies to society as a whole. A social design for a new and better social system to replace the old one, now showing definite signs of caving in, is only collective insurance for all of us, which means the difference between disaster and survival for each one of us when social collapse threatens. Let's not quibble about this point. If by some good fortune the Money-Profit System should manage to muddle clear of a major social crisis and stumble blindly onto the highway leading to a higher civilization, who will be any the worse off if the people as a whole have taken out social insurance in the form of a design of a better system against the high probability of social diaster? This line of reasoning, with its associated evidence, is behind the entire concept of a social change-over from the old to the new.

The position of ISE in all this is that it is merely trying to blaze the way. The ISE has nothing to gain, except what all may gain, and will consistently refuse to act in any other than an educational and advisory capacity. When a social change-over becomes necessary, it must be supervised by the legally constituted Governments then existing, under mandate of the people. Anything else would be social fascism. The most important service that ISE can perform for America is to prepare and publish the outlines of a practical, workable design of a Democratic-Scientific Social System complete with Transition Plan.

We realize fully that our design will be far from perfect and complete. No design can be that good. However, it can be basically correct and can be made flexible enough so that any bugs that arise can be eliminated as we go along. Once the groundwork is laid, those who will come after us and will take over from us will be fully capable of filling in the design and rounding it out. Then, when our major social crisis comes, we will have a natural American way to meet it. Let communism and fascism rise or fall in the rest of the world; we will not have to choose between them. We will be ready and able to follow the American Way, the Democratic-Scientific Way.

WHAT'S IN A NAME?

Every country has a name and, of course, the Better America of Tomorrow will also have a name. Likewise, every country and culture has a source, or set of conditions, out of which it arose. In PART ONE of this design published in November, 1953, the title of U.S.N.A. was erroneously used and several references to U.S.N.A. Inc. were made in the text. This was in error. Please delete the word "Incorporated" wherever it appears, as the correct name being suggested by ISE is the UNITED STATES OF NORTH AMERICA.

We live in the U.S.A., most of us, and this name correctly describes our country. It was welded into a strong union, of more or less sovereign states, from a loose federation of colonies. Most of the thirteen Colonies of North America were founded upon the source of Provincial or Company Charters granted by various Crowned Heads of Europe.

A charter is a document conveying certain rights and privileges, denying others, and specifying certain obligations. Charters can be issued only by sovereign authorities. The principle goes far back in human history. Thus, it is seen that the source of our present U.S.A. lies in commercial and provincial charters issued by sovereign authorities in Europe back in the 17th and 18th Centuries. The Revolutionary War transferred that sovereign authority from Europe to this Continent, and the American Constitution vested it in the Government of the United States.

It may be wondered why the ISE proposes that we call the next stage of the U.S.A. the United States of North America. Why is "North America" a part of the name? The answer is that the inclusion of North America in the name permits the later voluntary entry of Canada, Mexico and Central America into the Union. The North American Continent, if consolidated into one country under one sovereign authority, would make possible a far more complete and rounded economy than could be realized within the present limits of the U.S.A., and hence mean a higher standard of living for ALL and a more secure and stable culture. However, whether the rest of North America ever units with the U.S.N.A. or not, it is possible to construct a Democratic-Scientific Social System here, and here is where the work must be begun.

Before going into this, however, it should be mentioned that Chartering of U.S.N.A. will not affect our present Constitution adversely. There will still have to be a Constitution, and since the present one itself provides the means for its own alteration, our way is clear. All the individual rights and provisions of the present Constitution will be preserved and even extended. Only its administrative provisions for regulating and umpiring the present Money-Profit System will be altered and brought up-to-date to administer the Democratic-Scientific System being introduced.

NEW TIMES - NEW IDEAS

The next question requiring an answer is - "From what source will the Charter of U.S.N.A. be obtained?" "Just who, or what Sovereign Authority has the inherent right to charter an entire new social system?" The U.S.N.A. will derive its Charter from the highest possible earthly source, i.e., the people as a whole in referendum assembled. It will be the first People's Charter in all human history. Always before, Charters have been granted (handed down) to the people by some self-appointed Sovereign Authority. Now, for the first time, the people will issue a charter on their own behalf. The people will be the grantor and the Government will be the grantee. The people will be the Sovereign Authority.

A charter, any charter, is what it specifies. That is, the grantee can perform only those functions specified by the grantor and cannot perform any functions not covered, or denied, by the grantor. Thus, a Continental Area, incorporated by the people as a Democratic-Scientific Social System, to provide for the General Welfare of its people, would have to function in that way and in no other. A charter is also more than a legal paper, for each one is a social institution, an instrument of organized society, set up to fulfill certain social tasks or functions. The advantages of a basic charter derived from the people in the case of U.S.N.A. are that it will specify the performance of functions vital to the Democratic-Scientific ideas upon which the system is founded. Among these are:

1. Centralization of responsibility with specification of authority.

2. Decentralization of functions with local self-government.

3. Democracy in management and control.

4. Makes dictatorship impossible.

5. It makes the Charter holder, the Government, responsible to the Charter giver, the People.

6. The grantee is restrained from doing things not permitted by the Charter.

7. It is a form of organization with which all Americans are familiar.

The Charter of U.S.N.A. need not be a detailed document specifying the minutae of social operations. Instead it will be the basic document setting forth the fundamental principles upon which U.S.N.A. will be founded. The Constitution of U.S.N.A. can delineate the legal framework and conditions within which the system will operate. Thus, the Charter will, at once, be the foundation of the System and the Head of the State. Here, again, we observe the principle of following a method instead of a man or a set of men.

Every individual has to have something to which he can look up to and strive to measure up to. No man lives to himself alone. A people are the same. As a people they have to have something to look up to and live up to. In the ages of tribal life the Old Man of the tribe, the medicine men, and the Chiefs profited personally from discovering and filling this need. In the golden era of Kings and Queens, they were the head of the state, temporally and spiritually. Since then the times have changed. There is no more democratic, level-headed or stable people than the British and the Scandinavian. Yet they adore their Kings and Queens as the spiritual Head of the State, while at the same time severely circumscribing their temporal powers.

Every man and people has to have something to look up to, and every nation has to have a head, or apex, in which is crystallized the fundamental beliefs, hopes, faith and loyalty of the people. The Charter of U.S.N.A. will fulfill this function. Besides this, it will do something no human document has ever done, although the U. S. Constitution of 1787 A.D. had gone part way in that direction. It will state in positive and emphatic terms that all rights, powers and privileges of the Government are derived only from and granted only by the people, within the terms and conditions set down in the Charter and the Constitution.

The Charter of U.S.N.A. will hang as a rule in the working office of the President of U.S.N.A., as a visible symbol that the people are supreme, that the democratic-scientific method of operations is sovereign, and that all citizens from the lowest rank to the highest office are governed thereby. On appropriate occasions the Charter will be placed on public display in the National Archives Building.

Merely as a suggestion, the Charter of U.S.N.A. could be something like this:

THE PEOPLE OF THE UNITED STATES OF NORTH AMERICA

In Referendum Assembled

To All Whom These Presents Shall Come, Greeting:

WHEREAS: The people of the United States of North America, in referendum assembled, have decided that it is necessary for the physical and moral welfare of all the people to set up a Democratic-Scientific Social System, dedicated to and organized and operated for the General Welfare of ALL; now, therefore, be it forever resolved that:

1. The U.S.N.A. shall be based upon a synthesis of the concepts of democracy and the principles and methods of science and technology.

2. The U.S.N.A. exists solely for the prime function of providing for and extending the General Welfare of ALL its citizens.

3. Neither the Constitution of U.S.N.A. nor the Industrial Congress, nor the Civil Senate, nor any AREA or DIVISION or administrative unit, nor any individual, shall make any law or rule contravening the principles stated in Paragraphs 1 and 2 of this Charter.

4. All the rights, powers and privileges of the Government of U.S.N.A. are derived now, and for as long as this nation shall last, from the people as a whole. There is no authority higher than the voice of the people in referendum assembled, based upon correct information and adequate, unrestricted discussion.

5. The Constitution of U.S.N.A. is the highest law of the land derived from this Charter.

6. We renounce war forever as an instrument of national policy but will defend the U.S.N.A. to the limit against any aggression from the outside or inside.

7. We declare eternal friendship with all people everywhere; and if, as and when a World Government is created, the U.S.N.A. will take its rightful place therein, but will reserve to itself the sovereignty of the area belonging to the U.S.N.A. in all matters of local self-government pertaining properly thereto.

IN TESTIMONY WHEREOF: The nine Justices of the Supreme Court of the U.S.N.A., by authority of the people in referendum assembled, have hereunto set their hand and affixed the Great Seal of the U.S.N.A. Done at the City of Washington, D. C. on the _______ day of ______________, A. D.______.

____

Chief Justice of the Supreme Court

Associate Justices:

________________________ ________________________

________________________ ________________________

________________________ ________________________

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NEW ANALYST

INSTITUTE OF SOCIAL ENGINEERING
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CHICAGO 25, ILLINOIS

Vol. 4, No. 10
Whole No. 36
June, 1954

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U. S. N. A.

(United States Of North America)

by Esop Jason

A Proposed Design For A Democratic-Scientific Social System

PROGRESS

Forward? But why? And where?
   Do we but beat the air
With gesture and with word?
   We who give progress praise,
Do we but mouth a phrase
   By thoughtless wonder heard?
For life must have its goal,
   Must move by planned control
To some high aim - no less -
   Of common good; else; when
We talk of Progress, then,
   We prate of emptiness.

- Author Unknown

(Turn To Page 3)

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PURPOSE OF THE I.S.E.

1. TO ANALYSE the social and economic problems of the nations of Anglo-America.
2. TO FORMULATE an overall design of democratic-scientific socio-economic operation that will solve those problems by providing abundance, security, equal chances for all and greater personal freedom, with responsibility, for all citizens.
3. TO TRANSMIT this analysis and social design to the people of Anglo-America by nonsectarian, nonprofit, educational means and methods.
4. TO ADVOCATE that the people use their Constitutional rights, under God, to adopt a democratic-scientific social design in place of the present Money-Price System, to be put into operation by the legal Governments of Anglo-America.

MEMBERSHIP AGREEMENT

I AGREE with Article 12-F of the I.S.E. Constitution that both Communism and Fascism are invalid in the countries of Anglo-America (Canada & U.S.A.) and with the prohibition of the use of the Organization of I.S.E. to advocate either of these foreign ideologies.

I AGREE, FURTHER, with I.S.E. that my sole allegiance belongs to the duly constituted Governments of Anglo-America, now existing, and that I will work for social change for the General Welfare in harmony with the democratic processes and legal requirements of the countries of Anglo-America, as provided in the Articles of Incorporation of the I.S.E.

PART THREE

The Transition -

(Section One - Primary Action)

SYNOPSIS OF PART ONE

For the benefit of new readers a brief summary of PART and PART TWO follows. Copies of the first two parts are still available. Please consult the inside front cover of this issue.

PART ONE traced the development of human social life from the early family stage through the clan groups to the tribal stage, reaching the level of nations. The means whereby men lived, the slow growth from a hunting-fishing-food gathering economy to crude agriculture, and the increase in knowledge of the physical world leading to ever more complexity in culture, finally culminating in the technological society of today are pointed out.

While knowledge increased, making it ever more possible raise the living standards of the underlying population it is observed that little such improvement has resulted to the people as a whole. The fortunate few, who all down through history have exercised control over natural resources through a self-invented device called "ownership" and thus have always been able to dominate human society, of course, have no complaints. They're getting theirs out of the system but the people as a whole never have in spite of great advances in science and technology.

Just as an example, which is not cited in PART ONE, let's look at the U.S.A. today. Ours is reputedly the richest human society that ever existed. However, according to the FEDERAL RESERVE BULLETIN for March, 1954, this is a myth. Of course, the honorable BULLETIN does not say that but its data does. The data in that issue reveal that as recently as 1953, a highly "prosperous" year, about 25% of the "spending units," (a spending unit is a "group of persons related by blood, marriage or adoption who pool their income for major items of expense") in the U.S.A. received less than $2000 a year, about 41% got less than $3000 a year, and 74% got less than $5000 a year.

At today's prices, an average family, or " spending unit" of four can manage only a mediocre standard of living on $5000 a year, and 74% are denied even that. F.D.R used to talk about "one third of the nation ill housed, ill fed," etc, but the real figure is nearer two thirds. The fact is that the top one third of families or "spending units" live in abundance now while the bottom two thirds scrape along just a few weeks ahead of the Sheriff. They are even denied adequate provision against that inevitable "rainy day." For the same issue quoted above also reveals that in 1953 about 80% (over two thirds) of the "spending units" had less than $200 in so-called "liquid assets" (savings about 57% (over one half) had less than $500 in "liquid assets"; and 29% (almost one third) had no "liquid assets" at all. The one third without any savings at all are listed as "net dissavers." At least the nomenclature is polite.

PART ONE also traces the rise of the concepts of Democracy concomitantly with the general increase of knowledge, and points out the natural alliance between Democracy and Science. The general nature of human society in the past and today is described and defined as a Money-Profit System of society. The main drift of the Money-Profit System toward self destruction is indicated in its methods of operation. However, it is also pointed out that the factors of Democracy and Science hold the potentials for a new and better civilization. It is pointed out how to avoid social chaos when the point is reached where the Money-Profit System succeeds in strangling itself in its own social stupidity. This can only be done by reconstructing society upon the basis of its best features, i.e., Democracy and Science. This is certainly a problem in design, in social design, or social engineering.

SYNOPSIS OF PART TWO

This part dealt with factors preliminary to a transition from a Money-Profit System to a Democratic Scientific Social System. We must know where we are now, where we want to go, and how we propose to get there. We must be able to approximate Thorstein Veblen's life's effort, which was as expressed by C. Wright Mills, "to grasp the essentials of an entire society and epoch and to determine its main drift." Only then can we project something new and better out of the old. PART TWO gives the physical postulates of social change which reveal the absolute necessity of a better social system. The ethical concepts of social change are listed. These determine the underlying principles upon which the transition must be effected.

The idea of a design of a new and better social system is presented as a simple matter of social insurance against possible social disaster. The reason for calling the new society the United States of North America is given. The U.S.N.A. will be chartered by the people, that is, all its powers, responsibilities, and functions will derive from the people. An actual charter, a document, adopted by the people in referendum assembled, will be drawn up. A proposed sample charter is outlined. After the Charter of U.S.N.A. is adopted it will be signed by the nine Justices of the U.S. Supreme Court.

THE GREAT CRISIS

All this, of course, is in the future. Before the U.S.N.A. can be set up there must be a transition period. Before there will be a transition period there must be a social crisis great enough to justify the abandonment of the Money-Profit System. The Ship of State must be full of holes and sinking for sure before the reluctant passengers and crew will consent to take to the lifeboats.

Just how America's great social crisis will come is impossible to foretell now. It could come through a deep depression with 30,000,000 or more unemployed; or through a runaway inflation destroying all remnants of confidence in the Money-Profit Way. It could come through an effort of social fascism to "take over" the nation. It could come through another World War, providing this did not destroy too much of America's installed technology and skilled personnel. It could come in ways unforseen now. In any case, it is implicit in the thinking of I.S.E. that such a major social crisis will come soon.

If the I.S.E. is wrong and by some miracle the Money-Profit System should change its natural character and evolve peacefully into a Democratic-Scientific Social System, then no one has been harmed by that idea.

If the I.S.E. is right in postulating a major social crisis and that crisis comes finding us unprepared there will undoubtedly be a social breakdown far greater than any other in history. We have gone higher in America than any previous people and, thus, have further to fall should we fall. On the other hand, if the I.S.E. is correct in its assumption and a great crisis comes and we are prepared with a design of a better system then we can take the trouble in stride.

The reason to assume that this system is headed for the rocks is twofold. First, there is nothing in the record of the Money-Profit System (going back at least 5000 years) to indicate that its innate social stupidity and inhumanity has abated in the slightest. The owning-ruling minority of today is just as socially moronic and greedy, with modern refinements, as were the Plutocracy af the Medieval and Ancient World. There are many records in human history where individuals have laid down their lives for their fellow men and for the General Welfare. But, there is not one case that we know of where a ruling-owning minority ever yielded its privileged position voluntarily in the higher interests of humanity. Thus, it seems reasonable to expect that our own owning-ruling minority will continue to follow the historic pattern of all its predecessors, as in fact it does now.

Another reason for preparing for the worst from the Money-Profit System is the fact that, in its nature, it creates new social problems faster than it can sweep the old ones under the rug. Social problems are seldom solved but usually ameliorated by half measures, or left to be slowly dissolved in the solution of human suffering over a period of time. The growth of science and technology within the framework of the Money-Profit System is creating social complexities and new problems of an order entirely beyond the narrow understanding of the owning-ruling group of today. They and their system are both functionally incompetent for the age in which we live. They have only a few more pills left in the old bag for the growing social pathology of today. The chief of these are a continuing war-based and inflated "prosperity;" another world war; or social fascism. None of these pills can cure the disease but will only make it worse.

That being the case, and now that the atom bomb, the hydrogen bomb and the cobalt bomb are physical facts in the world with only Money-Profit System rapacity to inhibit their being set loose upon a helpless population, we can know what to expect. This goes for Russia too as it is by definition a dictatorial state capitalism, which is a more repulsive variation of the Money-Profit System, compared to the laissez faire character of the system as it operates here.

Thus, we can safely postulate a social crisis in the U.S.A. of such tremendous magnitude as may well justify the people in deciding to scrap the present system for something better. Canada will be included in this crisis as its economy is closely linked to that of the U.S. However, it is not considered sane practice to scrap the old jalopy until you have something better to take its place. Hence arises the necessity for an overall design of a new system, with a transition plan. Some of the problems of such a period are now before us.

FIRST STEP FIRST

In a transition it is necessary to know how and where to begin, the general stepts that must be taken and the general order of their sequence. It is not necessary to know all the answers to all the details in advance. Most of the details will only become apparent as we go along and can be worked out as the operation progresses. It is the end in view and the method that are of transcendent importance.

What it amount to is that when the decision to abandon the Money-Profit System is taken a master specification is set up. This is a part of the decision. This master specification is that a Democratic Scientific Social System of abundance, security, equality of rights and opportunity and greater liberty with responsibility, is to be constructed to replace the present system and the present setup is to be dismantled simultaneously in one overall, planned operation. To be done in peace and with fairness to all it must be a case of "business as usual suring alterations."

Obviously, if we destroy the old system first there will be nothing left, or not sufficient, with which to build the new. It is out of what we now have that we must build what we want. That rules out revolution by force and violence, or by conspiracy and coup de tat. These Machievellian methods may work in an agrarian economy but they can only end in social fascism in a technological society. The construction of a Democratic-Scientific system out of a Money-Profit system requires planned design and the utmost in cooperation from the people as a whole. It must be something like what Woodrow Wilson once called "an open covenant openly arrived at."

It is also obvious that as much of the old system as is not needed must be scrapped as we go along. If you try to pile the oldinto the blueprints and flow charts along with the new you will only get confusion triply confounded. Consequently, there must be a double-play operation over a period of time without any double-dealing, double-talk or double-crossing anywhere along the line. This great job must be carried out under the principles enunciated in the Ethical Concepts of Social Change in PART TWO. If this is understood it will be seen that all steps taken in the transition must fit into the master specification and will be indicated and adopted as we go along.

In presenting the following transitional steps an attempt is made to align them in some sort of logical sequence not for the purpose of rigidity of action but to present a progressive and unfolding story. This facilitates understanding. Since the whole operation is being carried out for and by people it, naturally, must begin with what people do and what they need.

DIRECT NATIONAL REFERENDUM

Before the transition can begin the people must decide to abandon the Money-Profit System and authorize the construction of a

Democratic-Scientific Social System. One way in which this decision could be made would be by means of a direct national referendum of all citizens. Since the U.S. Constitution, at present, makes no provision for a national referendum such action would have to be authorized by an amendment to the Constitution. To many people, amending the Constitution for this purpose will appear difficult and slow. However, the U.S. Constitution has been amended 22 times and often with amazing speed. For instance, while it required about two years for 36 States to ratify the 18th Amendment on prohibition it was repealed by adoption of the 21st Amendment in about 9 months. Even in the stage coach days of the late 18th Century it required only about two years to ratify the first ten amendments, called the Bill of Rights.

Consequently, it can be seen that although the U.S. Money-Profit System is divided for convenience sake into 48 political principalities politely called "sovereign states," when the people want something done badly enough the Constitution is not a barrier. It is hoped that before it becomes urgent to make the transition decision there will be a powerful people's movement for democratic-scientific social change in operation. This will expedite and make possible a Constitutional amendment in a short period of time.

If it is chosen to amend the Constitution to get a direct national referendum such an amendment could be put into effect, as a preparatory action, and a desireable thing for other reasons, at any time as soon as possible. Since such an amendment would deal only with, and make possible, a national referendum it would obviously be noncontroversial upon questions dealt with at such referendums. However, in case 12 or more of the States refuse to endorse an amendment making direct national referendums possible there is another method that can be used.

This would be to have a political party make the question of abandoning the Money-Profit System the main plank in its platform. This party would also have a generally progressive platform and policy dealing with all social problems. When the people put this party into office their action would, in effect, be a referendum.

An overall design for the transition period will have been prepared beforehand by the Institute Of Social Engineering and will have been given as wide circulation as possible. Thus, the people will have a good idea of what has to be done and how to go about it. This will enable them to make an intelligent decision on the question. In advancing a design for a better social system with a transition plan the I.S.E. will consistently refuse to serve in any but an advisory capacity. The transition must be carried out by the legally elected Governments, National, State and Local then existing. All the information and data in the possession of the I.S.E. will be available for use and reference by the transition Authorities.

The question of abandoning the Money-Profit System and entering a transition period leading to a Democratic-Scientific Social System may be the major issue at a quadrennial national ,election. On the other hand the force of events could push the question up for decision in between national elections. In this case the decision would have to come by referendum. If the decision comes by referendum a longer interim period of preparation and defense (see following material) will be necessary than will be required if the decision comes at a national election. In one case an incumbent administration would be expected to start the transition program. In the other a new administration elected for that purpose would do it. This makes some difference.

If the decision comes in between elections the date for going into effect could be set at 60 days after the referendum. The reasons for this are, first, to immediately relieve existing human want, and; second, to carry out a preparatory national transition educational program, and; third, to marshall all Government resources for the first steps of the transition. The direct national referendum, though initiating the transition in between national elections,would not abolish the next national election at which a new administration fully pledged to the transition would be elected. In either case, election or referendum, the general procedure would have to be much the same. The first thing that must be done, whichever way it comes is to alleviate human want and suffering.

The first act of the transition Government must be authorize citizens in need to requisition food, clothing, housing, medical care, and adequate public utilities such as gas, water, electricity and sanitation, from the existing public and private enterprises engaged in the business of furnishing such needs. This can be accomplished by having the needy citizen write out an itemized statement of his needs and the number in his family. He will take this statement to the superior Officer on duty in the police station nearest to where he lives. He will sign the requisition in the presence of that Officer who will stamp it OKed and counter sign it.

The requisition then becomes as valid as legal tender, backed by the promise of the Government to pay, for the purchase of all the items stated therein. The U.S. Congress which has the power, in Article 1, Section 8 of the Constitution, "to coin money and regulate the value thereof," will authorize this action as its first step in the transition.

As a part of this transition emergency assistance program the Secretary of the Treasury will authorize the Bureau of Internal Revenue to make available to any local law enforcement Officers who may request it the income tax returns of any persons accused of trying to get goods and services for nothing out of the program. Legal action against such chiselers can be taken care of by existing laws.

NO COUNTER REVOLUTION

At the beginning of the transition, as soon as the decision is taken and before it goes into effect, there will be a critical interim period. This will be true whether the decision comes as a result of a referendum in between national elections or as an expression of the franchise at a quadrennial election. In the former case a 60 day period is provided for preparation and defense. In the latter case the critical period will run from the election in November to the installation in January.

During this critical period the defeated political party or interests (whether the decision comes by election or referendum) backed by corporate and fascist interests may attempt to thwart the people's will and stop the transition before it gets a good start. Remembering the successful Fascist counter revolution in Spain in the 1930's steps must be taken to prevent anything like that happening here.

This can be done by having the outgoing Administration (where the decision comes by national election) execute a provision for the immediate setting up of volunteer Committees of armed citizens in every community to stand ready to assist the State Militia and Civil Authorities in maintaining law and order, and to prevent such authorities from conspiring to betray the people's will.

The Committees could be set up under the general supervision of the Department of the Army through the six Army Areas, the Military District of Washington, and the Territories. The Army would assist the Committees with technical advice, organization and supplies where needed. However the Army would not direct the activities of the Committees since that function belongs to local Civil Authorities. The Army could render assistance in cases where the Committees tended to get out of hand, upon call from Civil Authorities.

It is understood, that these Committees would be operating on a specific directive from Congress to keep the peace, protect lives and property, and prevent counter revolution from any source. The Committees would be automatically dissolved three months after the transition Government takes office. In case the decision comes in between national elections and Committees are set up by an incumbent Administration they would remain in full force and effect until the next National election & three months after the new Administration then elected takes office. Upon their dissolution these Committees would be subject to recall by Congress if needed. This idea to maintain continuity and balance in civil affairs can be more carefully worked out later. The point here is to illustrate the importance of preventive measures against fascist counter revolution

Another step that must be taken, with the same danger in mind, is to relieve all the top Officers of the Army, Air Force and Navy, the Secretaries of those Departments and the Joint Chiefs of Staff, and to replace them with new personnel pledged to assist the transition program. This action must be taken regardless of the fact that most of the incumbent Officers may actually be in sympathy with the transition program. A fatal mistake of the Loyalist Government of Spain was in keeping hands off the Army. That is where their counter revolution came from, backed by Fascist interests. Release from office under these circumstances will appear as a simple transfer of duties without any reflections on the Officers involved. The President of the U.S. as Commander-in-Chief of the Armed Forces and Chief Executive will be required to take this action at once.

"GIVE LIGHT ---"

During the interim periods mentioned and as long as the Volunteer Committees are in existence all leaders of public opinion such as educators, ministers, lawyers, physicians and other professional people, scientists and engineers must assume as their most pressing public duty the necessity to prepare the general public for the transition program. There will be a mountain of educational material available for discussion groups, study classes, lectures, and visual instruction, in conjunction with I.S.E. material. It should be easy for trained educators to quickly work out an effective public educational program. We are not speaking of a propaganda campaign but of a presentation of the social facts of life on a mass production basis. America is justly known for its mastery of mass production for profit in industry. This program will prove that we can also mass educate 200 million people. Study Classes should be organized in every Precinct in the cities and in convenient locations in rural districts. These should be free excepting for a small charge for materials used, and entirely voluntary.

This interim public educational program would be authorized by Congress and supervised by the Department of Health, Education and Welfare. The Office of Education of that Department would be in direct charge of the program.

MORE FIRST STEPS

Immediately, when the decision goes into effect, whether under an existing Administration or a new one, a joint session of Congress must declare a continuing national emergency to exist from that date on until the transition is completed. This will free the Legislative and Executive branches of the Government from any Constitutional administrative restrictions conflicting with the transition decision of the election or referendum. However, it must be specifically provided that the declaration of national emergency does not abolish the Bill of Rights nor restrict existing civil liberties. The present Constitution will remain in full force in all particulars not conflicting with the transition until it is finally amended and adopted as the new Constitution of the New America of Tomorrow. More on this later along.

One of the next Governmental acts after the transition decision must be the adoption of a new and more specific oath of allegiance to the United States. The Joint Judiciary Committee of the House and Senate can work this out. The new oath must contain a provision wherein the person taking it declares his primary allegiance to the United States and abjures any other allegiances he may have, through any organization that he belongs to, civil or ecclesiastical, that maintains its principal office and headquarters in any foreign country. He will declare such foreign entanglements to be inferior and subsidiary to his oath of allegiance to the United States. Violation of the oath of allegiance during the transition period will be listed as a major crime against society and punishable as such. Congress will enact the necessary legislation.

All persons, citizens and aliens, resident in the United States, or its Territories or Possessions, at the time the transition goes into effect who want to remain under the jurisdiction of the U.S. and retain their citizenship will be required to take the new oath of allegiance. Those who do not choose to remain may depart for foreign lands. Those who choose to remain but refuse to take the new oath must register with the Bureau of Immigration and Naturalization, Department of Justice, as aliens and their status will be further defined by Act of Congress. All Officers, elective or appointive, of any arganization, civil or ecclesiastical, which maintains its principal office and headquarters in any foreign country will be required to register with the Department of Justice as Agents of Foreign Powers.

As soon as possible the Government must conduct a registration of the entire population, somewhat as it conducted the national registration for ration cards during World War 11. This registration must be set up in such a way as to reveal the real health, educational, religious and technical condition, affiliations and status of the population. Our human resources are the nation's most valuable resource and Money-Profit System statistics do not give an intelligent and accurate record. If we are going to construct a new and better society we must know exactly what our human resources are. However, no finger printing or police state methods will be introduced into this registration. The Department of Commerce is probably best qualified to carry out this registration.

Another primary step after the transition decision must be for the President to issue a proclamation of uninterrupted production. He will request every industry and all facilities to continue operations as usual, under pain of being taken over by the Government as an emergency act. All employed persons will be requested to remain with their present jobs and continue to function usefully. However, this proclamation will not abolish the rights of hiring, firing and quitting. The Labor Unions will be requested to make every effort to keep strikes at a minimum, but the right to strike cannot be denied.

The same type of primary action to be taken by a transition Administration elected at a quadrennial election must also be taken by an incumbent Administration in case the decision arrives via a direct national referendum in between national elections.

PART THREE- Transition MUSTS, will be continued in the next issue.

WHAT MAN CREATES MAN CAN RECREATE

"Socialconditions do not just happen; they are due to social practices, and social practices arise from the rules man makes for playing the game of civilization. This game is played by rival teams called private enterprises seeking profit and fortune by hiring for wages the mass of human labor. It should be emphasized that many so-called economic laws which are generally believed to be 'natural' laws are no more than the recorded results of man-made processes. They are no more natural economic laws than the baseball rule 'three strikes and out' is a natural law. The entire economic framework in which our business processes are set is wholly man-made, and there is nothing sacred about it...

"Is it not reasonable that the industrial activity of the entire nation must be reorganized and operated by improved methods of management in order that all the agencies of this process we call civilization may be brought to their most effective use in the service of mankind. It appears, therefore, that the real problem before us is to make proper use of the equipments which science and engineering have provided us with, and that this can be accomplished only by the perfection of a new type of national organization which will bring the nation as a whole to a high state of sustained production and consumption."

- Walter Rautenstrauch, professor of industrial engineering, Columbia University, in his article "Technology Demands A Planning Economy," in the symposium TOMORROW IN THE MAKING, Whittlesey House, 1939.

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NEW ANALYST

INSTITUTE OF SOCIAL ENGINEERING
2623 LAWRENCE AVENUE
CHICAGO 25, ILLINOIS

Vol. 4, No. 11
Whole No. 37
August, 1954

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A Proposed Design For A Democratic-Scientific Social System

ABRAHAM LINCOLN SPEAKS

What is this talk on every hand I hear?
  This alien babble of distrust and fear?
Is this the language of my native land?
  Is this the spirit of the pioneer?

. . . .

Pluck up your hearts, and be you undismayed!
  Your fathers flinched not; shall you be afraid?
A brave new world is rising from the ruins:
  Build it and say, "Here is the world we made!?

— Joseph Auslander

(Turn To Page 3)

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PURPOSE OF THE I.S.E.

1. TO ANALYSE the social and economic problems of the nations of Anglo-America.
2. TO FORMULATE an overall design of democratic-scientific socio-economic operation that will solve those problems by providing abundance, security, equal chances for all and greater personal freedom, with responsibility, for all citizens.
3. TO TRANSMIT this analysis and social design to the people of Anglo-America by nonsectarian, nonprofit, educational means and methods.
4. TO ADVOCATE that the people use their Constitutional rights, under God, to adopt a democratic-scientific social design in place of the present Money-Price System, to be put into operation by the legal Governments of Anglo-America.

MEMBERSHIP AGREEMENT

I AGREE with Article 12-F of the I.S.E. Constitution that both Communism and Fascism are invalid in the countries of Anglo-America (Canada & U.S.A.) and with the prohibition of the use of the Organization of I.S.E. to advocate either of these foreign ideologies.

I AGREE, FURTHER, with I.S.E. that my sole allegiance belongs to the duly constituted Governments of Anglo-America, now existing, and that I will work for social change for the General Welfare in harmony with the democratic processes and legal requirements of the countries of Anglo-America, as provided in the Articles of Incorporation of the I.S.E.

PART THREE

The Transition
Section TWO - Transition "MUSTS"

SIZING UP THE JOB

A transition operation from the present Money-Profit Social System to a Democratic-Scientific Social System will have to adhere closely to a few rules or principles of operation. Let us call these rules the MUSTS of the transition. They are of a "must" nature because without them we could not do the job properly. Without them the transition could easily degenerate into either a Communist or Fascist dictatorship. As we go into the transition itself some factors now looming importantly may diminish in importance and others not now stressed may push urgently for recognition. Also, new factors not now in evidence may appear. Both the new factors and changes in old ones will have to meet the specifications of the Ethical Concepts of Social Change listed in PART TWO if we are to succeed. For, the method, or means, is all-important as it will determine whether we ever reach the end we have in view.

The exact nature of the social weather at the time of transition will depend on several factors which cannot be accurately foreseen now. By this we mean the state of breakdown of our economy when its major crisis arrives; the state of public recognition of the necessity for a social change-over; the degree of public cooperation in the Transition Program; The extent of opposition shown by private and fascist interests; the amount of confusion stirred up by alien ideologies sponsored by meddling foreign Governments to muddy the waters of social change in North America; the attitude of enemy nations; and the quality of executive and administrative statesmanship available to the nation at that time. These factors and perhaps more will play their part in determining the tactics and strategy of the Transition Program within the framework of the Ethical Concepts of Social Change.

THE PRIMARY "MUST"

For these reasons, and because the construction of a social system dedicated to the General Welfare of ALL must be authorized by and participated in by the people as a whole if it is to be genuine, it is absolutely necessary that there be in existence a powerful public movement for a social change-over. This movement must be based on the Democratic-Scientific Concept of Social Change and Approach to Social Problems. It must be of a scientific, research and actively working membership nature. It must specifically abjure and avoid the ideologies and methodologies of both Communism and Fascism. It must foster and maintain a social research institute and school of social engineering. This institute must include, or rather specialize in, the social application of science, the arts and industrial technology. It must, in the words of C. Wright Mills, be able to:

1. Grasp the essentials of our entire economy and epoch.
2. Delineate the character of the typical men within it.
3. Determine its main drift.

To this we would add that the institute must also be able to, on the basis of the above three points, project the future characteristics and development of society. Other functions will be to clarify and expand the democratic-scientific idea in general; to prepare men's minds for the action that will bring about the greatest upward step in human history; and, also, to issue the basic data and information going into all educational efforts of the membership work. The institute will carry on social research and develop the ideas and methods of social engineering. The membership work will diffuse the democratic-scientific idea far and wide, make it a household concept and recruit new millions into the movement.

The institute will do the idea work and the membership will do the leg work. The two will not be like a separate mind and body (there is no such a duality) with the mind directing and the body obeying.

rather, they will be a mind-body adapting to the necessities of social change, each with its specific function without which the other is sterile. The two must be but two aspects of the one.

The movement, institute and membership, must be organized structurally along democratic-scientific lines. Officers must be chosen by the rank and file by a selection-election process based on ability and record. (See the I.S.E. Constitution and By Laws, Article 7, Page 15) Thus, there will be no Poo-Bah at the top to hamstring development. Policy must be decided democratically and operations carried on scientifically. In some respects this organization must be a pilot model for some of the democratic-scientific principles it advocates for society as a whole. This will provide a field for testing and perfecting some of these ideas.

The establishment of a democratic-scientific movement, institute and membership, for a social change-over is THE PRIMARY MUST of this entire conception. Without such a stabilizing and directing influence there is little chance of achieving a directed mutation from the Money-Profit culture of today to a General Welfare culture tomorrow. America must have a democratic-scientific methodology as a guide.

The establishment of such a movement must predate the coming crisis and transition. This is the precise reason for founding the INSTITUTE OF SOCIAL ENGINEERING. It exists solely to make a start at meeting the need for this "primary must" of social change. As events unfold the vision inherent in I.S.E. will become plainer. Increasing support from the ranks of capable, responsible citizens will rally to the ideas it represents. As America approaches nearer to its great crisis millions will become aware of the life and death necessity for a social change-over.

It is only by design that we can survive in this age. But design does not proceed blindly nor can it be contrived on the spur of the moment. Design is a matter of planning from accurate, accumulated information. In the early days of the West the hunters and trappers came first. They penetrated into the unknown country and learned the nature of the dangers and obstacles to be met. Their accumulated information became a sort of map of the new territory. Later, the settlers came and were able to forge ahead because of the known experiences of the pioneers.

A reliable map of the New America of Tomorrow, while necessarily not complete in detail, will be an invaluable guide to the people of this Continent as the social going gets rougher. And, you can depend on it, the social going will get rougher and rougher as we go into the last half of the 20th Century. All the signs point that way. The long ages of social muddle were buried forever at Hiroshima. To survive today, America must deliberately design and build a new and better social system and move into it with calculated aforethought.

HOW MUCH AND HOW LONG?

Assuming, now, that the decision for a social change-over has been taken by the people, either at a quadrennial national election or a direct national referendum, and the primary action outlined in the last issue has been taken, the nation must then move forward according to the design of a prearranged plan, i.e., the Transition Program.

Overall supervision of the Transition Program for the first four years must be vested in the Congress, Senate and President elected at the national election when the decision is taken. In case the decision comes by a referendum in between elections the incumbent Administration will automatically assume supervision of the Program and retain it until the next national election when it will be taken over by the incoming Administration.

Two questions come up here. First, what majority will be required for a decision to abandon the Money-Profit System and construct a Democratic-Scientific Social System. Second, will the decision of the people be irrevocable? The correct answers seem to be as follows.

A decision to abandon the present system and build a better one will be the most serious and far reaching decision ever taken by any people in history. No doubt it will arouse a great deal of opposition from established wealth and special privilege. With this in mind and because the Transition must be effected peacefully, in line with the Ethical Concepts of Social Change, it seems to the I.S.E. that a simple majority in favor of a social change-over is not enough. At least 60% to 2/3rds of the people must O.K. the proposition. The optimum percentage of yes votes need not be decided now. The point of importance is to obtain the maximum volume of mass consent possible in order to insure the minimum volume of potential opposition.

In regard to the irrevocability of a decision to move into a new social system, it seems to the I.S.E. that the people should decide that question. The scientific method checks up on processes and results endlessly. The democratic concept demands that the people be the only source of sovereign decisions. With that in mind, it seems to the I.S.E. that after the first four years of the Transition Program are completed the people should be given another opportunity to confirm or reverse the original decision.

Thus, there would be another National election four years after the original decision. Also, the off-year Congressional and Senatorial elections two years after the original decision would proceed as usual. However, there would be a difference between the off-year and the regular election. At the off-year election the question of confirming or reversing the original decision would not be at issue. Every candidate at the off-year election would be required to pledge his undivided support to the Transition Program.

The Transition Program must have at least four years of an undivided majority in the Transition Administration. It would not be fair to either the Program or the people to permit any new obstructionists to assume office during the first four years. There will be enough opposition, as it will be, furnished by the minority elected at the decision-making election. Also, there will be plenty of negative obstruction and perhaps active opposition furnished by the entrenched interests of the status quo. A Transition Administration elected and pledged to put through a social change-over must have a fair field and a fair break to do its job properly.

Further measures must be worked out to guarantee this and this policy must be clear, straightforward and unyielding. Let those who try to sabotage the Transition Program by illegal overt acts against it suffer the dire consequences of their anti-social behavior.

The fact that another checkup by the people is coming in four years will put the entire Transition Administration on its mettle to make a success of the Transition Program. If the best intentions and the best social brains of the U.S.A. backed by about 2/3rds of the people and equipped with America's great technology its surplus of scientific knowledge and the administrative ability of its best statesmen cannot demonstrate in four years that we are well along into a higher form of civilization then the whole idea of a Democratic-Scientific Social System deserves to be scrapped.

Mankind will have had a fair chance to prove that it can control and direct its physical environment. Let the whole matter be judged on its results and let the people be the judge. The I.S.E. has no fears of the result. We think it is a sure thing that the democratic-scientific idea will prove so superior to the Money-Profit idea that the latter will be buried forever at the second election.

Another point is that a checkup election four years after the beginning of the Transition Program will unite the people more completely behind the Program. Gainful results and mistakes, alike, will be paraded in the headlines. We will have an opportunity for review and assessment. We can strike a balance and take a good look at the picture as a whole. This checkup will show satisfactory gains and will overwhelmingly confirm the original decision. This will furnish mass inspiration to go forward to ever greater gains.

TRANSITION "MUSTS"

1. The entire Transition Program and all its operations will have to be conducted, insofar as possible, in a peaceful and

orderly manner with a minimum of crime, civil and industrial disturbance and destruction of life and property. The undercover alliance between crooked politics and organized crime must be uncovered and eliminated. Measures to insure this must be taken by the Transition Administration and the Cities and States.

One way to go about this would be for the Attorney General of the U.S. to call a convention of Governors and Mayors to work out and adopt a uniform anti-crime and civil peace program for the duration of the Transition. The F.B.I., heads of established detective agencies, Chiefs of State and City Police, Commanding Officers of National Guards, and well known criminologists and criminal attorneys could be invited to participate.

2. The entire Transition Program and all its operations will have to be effected by the use of existing public and private institutions, facilities and instrumentalities native to America, insofar as possible. If, as and when new modalities and institutions become necessary they will have to be derived from and be related to the pattern of culture familiar to us all.

For example, a power saw is a new tool as compared to a hand saw but it is derived from and related to the latter and is not a strange, alien tool. However, a method of sawing (if such is possible) by an electronic or supersonic beam at ultra-high speed could not be said to be derived from or related to the hand saw. It would be something new and strange.

This is not to say that technological "breakthroughs" or short cuts are not desireable in the physical problems of the Transition. It is on the social side that we must be wary of glittering new ideologies, especially imported ones. The general idea here is that America does not need and cannot use foreign ideologies, institutions and cultural patterns. We must cling closely to familiar things. When exceptions have to be made to this general rule the new concepts must be thoroughly publicized before being put into use. By following this rule we will avoid being sold a bill of goods leading to the dead end streets of Communism and Fascism. They are invalid on this Continent.

3. The Transition Program will have to be conducted without bias of race, creed or color so as to provide equality of opportunity for all. The only basic requirements demanded from an individual will be that his first loyalty must be to this nation, and that he must be competent for the job he holds and the advancement he seeks.

4. Nepotism and "cronyism" must not be permitted in industry or public life. Workable. legal safeguards against these "social crimes" will have to be provided. The Transition Program cannot be expected to do its best except on a basis of efficiency and high morale. Nepotism and "cronyism" not only undermine efficiency and morale but also sabotage the principle of equality of opportunity. It is commonly known that no Government can be any better than the people who administer it. This problem must be faced squarely and licked.

5. The Transition Program must maintain all civil liberties now existing such as free speech, free press, free assemblage, free religion, habeus corpus, etc.,
We can never reconstruct society with slave minds. The job specifies free minds working together in voluntary cooperation, conscious of what's going on and agreeing with the Program while reserving to themselves the right to criticize, complain or approve, as the case may be.

6. No citizen must be punished for ideological resistance against the Transition Program but only for illegal, overt acts against it. The only way to overcome a bad or poor idea is with a better idea. When force is used on behalf of a good idea to suppress a poor idea the only visible result is that the good idea downgrades itself and sinking into the same gutter becomes indistinguishable from that which it seeks to abolish.

7. The Transition Program must provide diversionary activities and sanctuaries for those who refuse to participape in the Program. This would provide safety valves and retreats for these social Philistines and keep their opposition largely negative. After all, they can't live forever. In a few decades the last of them will have departed this vale

forever but the people and the culture will remain.

America does not need concentration camps and slave labor armies. These are characteristics of the scarcity economies of Communism and Fascism. What would we do with huge slave armies of toilers that we couldn't do far better with technological mechanisms operated by free men. There is a better way to handle dissenters and social misfits in an economy of abundance and this way is dictated by the nature of our economy.

One method that can be used to provide "retreats for recalcitrants" is to make available to them small pieces of land sufficient for subsistence. This can be done under the Small Tracts Act passed by Congress in 1938. Under that law up to five acres of public land can be rented from the Government for the small sum of $5.00 a year. There are still about 800,000,000 acres of public land left in the U.S.A. and Alaska, not to mention the vast spaces of Canada. Much of this would be available for retreats for recalcitrants. There on their small tracts these diehards can live like hill billies free from what they call the "despotism of the state." Of course, they will be expected to pay their rent and will not be permitted to abuse the nation's natural resources.

There is little sense in inviting active opposition when you can sidetrack it on the negative line. Let the "rugged" individuals live out their ragged existence in innocuous desuetude. Let them vegetate while the great body of Americans is busy constructing a better social system. Of course, a sharp eye will have to be kept on their activities to see that they abide by the law of the land. Perhaps, if they behave themselves the Civil Senate may arrange to award them some sort of a consolation prize for noninterference. Thus, in a negative way even our social morons may contribute their modicum to the General Welfare of ALL. However, the door should be left wide open for these citizens in case some of them might show signs of awakening social intelligence. It should be made easy for them to recant.

The Bureau of Land Management of the Department of The Interior which is charged with the management of public lands could well supervise this program of retreats for recalcitrants.

8. The Transition Program must not confiscate the private ownership of production and distribution facilities without payment. These facilities must be requisitioned for public use under the sovereign power of Eminent Domain with "just compensation" therefore guaranteed,,under formal judicial proceedings. Payment for property so requisitioned will be based on the current market and inventory value of the property, on a long term payment basis.

9. The privately owned daily and weekly press, magazines, book publishers, radio and television stations and networks must be left free to support or oppose the Transition Program. This may sound foolhardy but wait. While these facilities will be left free to support or oppose the Transition Program they will also be required to actually perform their fundamental social function which in the words of Joseph Pulitzer, great publisher,is to "Give light and the people will find the way."

All media of mass communication will be required to publish verbatim every Government release, Executive Order, administrative decision, and Act of Congress designated as necessary for public information. This will nullify their private propaganda against the Transition Program. Suitable payment for the space and time used will be made by the Transition Administration. The daily and weekly press and radio and television stations will also be required to establish an extensive reader's and listener's forum in which the people will have full and free scope to endorse, condemn or criticize the Transition Program and the position taken by press, radio and television.

With the decline of private business the private advertising revenue of press, radio and television will decline also. At the same time their revenue from the Transition Administration will rise. Thus, the economic orientation of these institutions will be altered. There must be no dictatorship in the field of communications. It is undesirable and unnecessary. Any Government that can dictate to the press can dictate to the people, and vice versa. Facilities in that field will be caught and harnessed into the service of the Transition Program between the upper and nether millstones of Government economic and political influence and public ethical pressure.

10. The Armed Forces of the Nation must be kept under tight civilian controls.

11. All divisions of production, distribution, communication, transportation, etc., must be completely unionized in industry-wide industrial unions, with craft subdivisions where necessary, and the right to strike must be maintained. There can be no stronger bulwark against social fascism than a powerful industrial and craft labor movement democratically operated. Such a movement will be socially conscious not only of its own interests but of its social obligations to society as a whole.

12. All churches, fraternal groups, associations, clubs, membership organizations, and the like must be left free to operate. However, no such an organization will be permitted to underwrite, organize,,promote or take part in illegal, overt acts against the Transition Program on pain of being outlawed and having its property confiscated for public use.

13. At the beginning of the Transition Program the total amount of money in circulation and in the form of easily liquid assets in the Nation must be drastically reduced. This will help to reduce the power of wealthy groups to sabotage the Transition Program. It will also simplify the problem of stabilizing prices. Money subject to this reduction would include cash in circulation outside the Federal Reserve System, personal savings accounts, individual checking accounts, Government bonds easily converted into cash, Postal Savings accounts and other easily liquid assets. Industrial, State, Municipal, Government and other long term bonds and stocks, firm checking accounts, mortgages and insurance policies would not be affected.

Thus, actual cash in hand and easily liquid assets would be reduced. Since a small minority of the population own the greatest bulk of these liquid assets they alone would be affected, but would be far from impoverished. A floor of, say, $3000 could be designated and no one with less than that minimum would be affected. All above the minimum would have from 60% to 75% of their liquid savings and cash taken by means of a capital levy. Federal Reserve and other statistics show that over 75% of the population own less than $3000 in easily liquid assets.

A capital levy can be effected by the issuance of new money in place of the old on a basis of one dollar of new money for seven of the old. The new money would be the same in value as the old but would differ in appearance. The purpose 0f this is not to reform the money system (that comes later) but to help stymie opposition tc the Transition Program that would undoubtedly be put up by wealthy holders of large amounts of cash and easily liquid assets.

The Secretary of the Treasury would have charge of this capital levy by authority of Congress. He would appoint a committee of fiscal experts to work out the details. This Treasury Committee would have to have full power to act. Its deliberations and plans would have to be kept secret and the effective date for the levy announced not more than one week before going into effect. One week's time would be allowed for the surrender of all the old-type money for the new.

A capital levy is an intangible personal property tax and comes under the power of Congress as defined in Article 1, Section 8 of the Constitution to: "lay and collect taxes, duties, imposts,"etc. The issuance of new money for old also comes under the power of Congress in the same Article: "to coin money, regulate the value thereof..."

14. The Transition Administration must first requisition those divisions of production and distribution, communication, transportation, etc., that are immediately necessary and most important and leave the rest under private ownership for the time being. To be requisitioned at once would be all interstate transportation and communication

all power plants, mines, oil and gas wells all wholesale houses, chain store systems, mail order houses, all banks, all food handling and distribution facilities, clothing, textile and shoe factories and all hospitals and health facilities.

15. The Transition Government need not requisition every factory and establishment in each of these fields, except banking, but should restrict its appropriation to the most modern and efficient facilities. Enough of these must be taken over to insure adequate production and distribution and to serve as a base for future expansion.

Obsolete facilities in each field must be left under private ownership and control. There is no point that we can see in loading the Transition Program down with a lot of technological junk. Each facility not requisitioned for public use will be expected to produce as best it can and will be guaranteed equal access to raw materials and means of transportation and distribution.

16. All productive and distributive property requisitioned for public use shall be paid for at a price set by the U.S. Court of Claims. This legislative court was established by Congress about a hundred years ago to decide claims against the U.S. referred to it by Congress, and suits filed against the U.S.

The private owners, the Transition Administration, management officials, stockholders and directors, and representatives of labor unions organized in those facilities shall have the right to appear before the Court in each claim for payment to testify regarding the true market and inventory value of the property.

17. Payment for all property requisitioned will be made at the rate of three percent of the price decided on each year for a period of 33 1/3 years. In case of the death of any claim holder before the payment period is over his or her claim shal be considered extinguished by an Act of God. The residue of any claims remaining upon the death of their holders cannot be passed on to heirs. The obligation of payment by the Transition Government is to the original claim holders and not to their heirs. Stockholders in all properties requisitioned will be similarly compensated in each case, on a pro rata basis.

18. The principle to be followed in requisitioning industrial facilities for public use is that of mass production. Goods and services that can be mass produced shall be taken over. Goods and services that cannot be mass produced must be left under private ownership and control. Mass production is a measurable technical problem and easily worked out. The production of "scarce" goods and services is, however, something else. In the past all goods and services were scarce. Genuine open market price competition has proven itself in that past to be a powerful stimulant to technology. This factor along with the general rise of scientific knowledge applied to industry helped to solve the problem of mass production.in most essential lines.

The Industrial Congress will have enough work on its hands integrating and coordinating the mass production industries without attempting the thankless and futile job of trying to make an equitable distribution of a natural scarcity, i.e., those goods and services that cannot be mass produced. This problem can be postponed till after the Transition is completed. In the meantime strict Government controls will have to be set up in lines where scarcity still prevails to insure genuine competition with no manipulation. Also, there will have to be strict limits on personal incomes derived from private enterprise by means of stiff and progressive income taxes.

During the Transition private enterprisers can best serve the Nation by using their ingenuity to produce their scarce goods and services ever more efficiently. In each case, if, as and when they have solved the problem of mass production in their line, their reward will be to have it integrated into the Industrial Congress. The management and technologists achieving this will, of course, find prominent and permanent positions in the industry they have raised to mass production, with suitable public recognition.
(Next Issue: The Consumer's Commonwealth Corporation)

THE NEED FOR CONCRETE GOALS

by Lewis Mumford

Author of "Technics and Civilization"

Reprinted From The Symposium "Challenge To The New Deal," Falcon Press, 1934

"No thought should be more terrifying to the radical movement today in America than the possibility that it might be politically successful. For if the farmers and workers achieved control of the state they would be faced with two necessities: they would have to run the works and they would have to alter its objectives. And there are three obstacles in the way: they are unprepared for responsibility, they lack a sufficient number of autonomous centers of action and control, and they have no concrete plans or goals apart from those dictated by capitalism or formulated by naive reactions against capitalism...

"In these meretricious periods that capitalism calls prosperous it governs with the baited hook rather than with the lash. The definite promise of a radio set or a motor car or a near-Fifth Avenue dress has mollified the worker and made him ridiculously grateful to the system that temporarily supplied him with a handful of such goods. It is high time that the worker's and farmer's movement learned this lesson: it must trust more in the positive goods it seeks to achieve: the electrification of agriculture, the modernization of housing, the rationalization of industry, the re-planning of regions - all these things it must picture in terms of daily life, ...

"Opposed to the formulation of these concrete objectives is a deeply embedded radical tradition: part of the heritage of that abstract, second-hand, semi-literary education which maintains capitalism and even insidiously governs those who believe themselves in theoretical opposition to it...

"The misdemeanors of capitalism have been obvious for a hundred years, and by now capitalism, as a vital system of beliefs and activities, has spent its force. If one cannot yet call capitalism dead, it is only because no body can be treated as dead so long as the worms are actively crawling around in it. Attacks on capitalism are like wasting ammunition on a creature that has fatally poisoned itself. All our efforts should be be concentrated, not in listening to the gasps and groans of this dying creature and in pointing reproachful fingers at it: our efforts should go into the task of creating a new order."

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Vol. 4, No. 12
Whole No. 38
June 1955

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by Esop Jason

A Proposed Design For A Democratic-Scientific Social System, With A Transition Plan

PART FIVE

The Consumer's Commonwealth Corporation

> "The representative social phenomena of the industrial system of our time are the mass-production plant and the corporation. The assembly line is the representative material environment; the corporation is the representative social institution. The large-scale plant has taken the place of the rural village or of the trading town of the eighteenth and early nineteenth centuries. The corporation has replaced the manor and the market as the basic institution in and through which the material reality is organized socially."
> - Peter Drucker in THE FUTURE OF INDUSTRIAL MAN

(Turn To Page 3)

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PURPOSE OF THE I.S.E.

1. TO ANALYSE the social and economic problems of the nations of Anglo-America.
2. TO FORMULATE an overall design of democratic-scientific socio-economic operation that will solve those problems by providing abundance, security, equal chances for all and greater personal freedom, with responsibility, for all citizens.
3. TO TRANSMIT this analysis and social design to the people of Anglo-America by nonsectarian, nonprofit, educational means and methods.
4. TO ADVOCATE that the people use their Constitutional rights, under God, to adopt a democratic-scientific social design in place of the present Money-Price System, to be put into operation by the legal Governments of Anglo-America.

MEMBERSHIP AGREEMENT

I AGREE with Article 12-F of the I.S.E. Constitution that both Communism and Fascism are invalid in the countries of Anglo-America (Canada & U.S.A.) and with the prohibition of the use of the Organization of I.S.E. to advocate either of these foreign ideologies.

I AGREE, FURTHER, with I.S.E. that my sole allegiance belongs to the duly constituted Governments of Anglo-America, now existing, and that I will work for social change for the General Welfare in harmony with the democratic processes and legal requirements of the countries of Anglo-America, as provided in the Articles of Incorporation of the I.S.E.

PART FIVE

The Consumer's Commonwealth Corporation

THE MASTER INSTRUMENT

Part One of U.S.N.A. dealt with the development of human social life, how it grew from the simple forms of earlier ages to the more complex forms of today. Part Two dealt with certain physical postulates and ethical concepts behind the modern compulsion for social change for the General Welfare. Part Three dealt with the primary action necessary as we go into a transition period. Part Four dealt with the main problems of the transition and outlined certain "musts" that will have to be observed if the transition is to be carried out peacefully and effectively. This Part will deal with the problem of the organization, or institution, required for carrying through the transition.

Peter Drucker, America's leading student of the economic, social and political problems of our industrial age, points out that the corporate form of economic organization is the management tool by means of which "material reality is organized socially" in this technological era. Over 30 years ago, in 1923, in his book ABESNTEE OWNERSHIP AND BUSINESS ENTERPRISE Thorstein Veblen, America's greatest economist, stated that:

> Business enterprise may be said to have reached its majority when the corporation came to take first place and became the master institution of civilized life.(Underlining Ours)

In order to achieve a peaceful transition to a new and better society we must have a specific method of approach and operations. The details of the approach and operation cannot be blueprinted in advance except within a broad, general framework. But, it is absolutely necessary to know what tools are needed and how they are to be used. We must know how to organize the industrial reality of today for the social purposes of tomorrow. There must be a master instrument, or tool.

Obviously, this master tool must not be any political body such as we know today. If the transition is to be carried out in a few years, peacefully and on a timetable basis; and if the new social system is to be constructed while the old one is simultaneously being dismantled, (which is absolutely necessary) there is no place for "politics as usual." The politicians would want to hold on to too much of the old and would would be afraid to try enough of the new.

With political administration of the transition there would be too much of a tendency to wrangle, jangle, split hairs, and count noses, in the ancient tradition of politicians. Our society could not afford the waste of "fuddle and muddle" in such a major social crisis. There must be straightforward, democratic-scientific action based on planned purpose. This rules out Congress as the master tool of the transition.

Of course, there is no intention of giving any master instrument a blank check. There would have to be supervision and control of the instrument somewhere, and this, necessarily would have to rest with Congress. The lines of function and duties and powers between Congress and the master instrument would have to be clearly drawn. The one would plan and carry out the transition and the other would act as trustee of the people to see that this was done.

Obviously, also, the master instrument must not be any self-appointed oligarchy of capital, labor, the clergy, or the professional elite, including the scientists, or any mixture of these. Such a group, or any minority group, is simply not to be trusted. There is too much at stake. The world has seen supposedly beneficient regimes launched in the past, too many times, only to get off the track and wind up as dictatorships with worse characteristics than the regimes they displaced. This has happened three times in the last generation alone, in the cases of Russia, Italy and Germany.

In America we must use a master instrument that will get the job done scientifically and democratically, and that will also be subject to and contain within its charter the provisions for its own liquidation when the job is finished. Such an institution is the modern corporation.

Specifically, the instrument would have to be a Federal Corporation set up by an Act of Congress, and authorized by a mandate of the people in the transition election or at a national referendum.

This procedure is familiar to the American people since the Federal Government now "holds" over two dozen operating corporations. That is, Congress acts as a "pure holding company" to control these operating corporations.

Among them are such favorably known corporations as the Panama Canal Co., the Home Owner's Loan Corp., the Federal Deposit Insurance Corp., the Tennessee Valley Authority, and the St Lawrence Seaway Development Corporation. Federal corporations are not a novelty in the U.S.A. but a time tried and tested politico-economic method whereby the government delegates certain specific functions of a continuing nature.

The functions delegated by Congress to Federal Corporations are of an administrative, executive, technical or financial nature which it would be impossible to carry out in the daily sessions of any parliamentary body. The functions are continuing, that is, they must be performed regularly for an indefinite period.

Consequently, Congress has to farm these jobs out. For example, it would be impossible for Congress to carry out the administrative and executive functions of the T.V.A. If it were attempted the job would monopolize all the time of the entire Congress. There would be no time left for any other legislative or executive action and the whole Government would bog down.

Even if the job were given to a Congressional Committee it would be too big to handle. So, the best way is to set up a Federal Corporation, subject to Congress, with certain safeguards written into its Charter. A Federal Corporation is a public corporation. organized and operated not for profit but to perform certain functions as economically and efficiently as possible. However, some Federal Corporations, sometimes, do return a profit to the U.S. Treasury. Some of them cost the people nothing.

Federal Corporations are authorized by Acts of Congress, are supervised by Congress, and must report to the Bureau of the Budget, the General Accounting Office and also to Congress. Here, then, is our master tool for the transition period.

THE CORPORATE AGE

This is not the place to discuss the details of the nature of corporations. However, if the reader is interested and wishes to be convinced beyond doubt that the corporate device is the only logical method for the transition he is referred to the following studies. "The Modern Corporation and Private Property," by Berle & Means; "The Twentieth Century Revolution," by Adolph Berle, Jr.; "The Future of Industrial Man," "The Concept of the Corporation," and "The New Society by Peter Drucker. There are also other studies available at any good library, showing the central and dominating position of corporations as institutions in our culture.

Berle & Means in their classic study mentioned above have this to say about the nature of corporations:

> Corporations have ceased to be merely legal devices through which the private business transactions of individuals may be carried on. Though still much used for this purpose, the corporate form has acquired a larger significance. The corporation has, in fact, become both a method of property tenure and a means of organizing economic life. In still larger view, the modern corporation may be regarded not simply as one form of social organization but potentially (if not yet actually) as the dominating institution of the modern world. - page 356 ... It is of the essence of revolutions of the more silent sort that they are unrecognized until they are far advanced. This was the case with

> the so-called "industrial revolution," and is the case with the corporate revolution through which we are at present passing. The translation of perhaps two-thirds of the industrial wealth of the country from individual ownership to ownership by the large, publicly financed corporations vitally changes the lives of property owners, the lives of workers, and the methods of property tenure. The divorce of ownership from control consequent on that process almost necessarily involves a new form of economic organization of society. - Preface - (Underlining ours)

Corporate economy today is not capitalist economy. It is as different from capitalism as capitalism was different from feudalism. In fact, corporate economy was the agency that killed off and replaced the original capitalist economy. Peterim A. Sorokin, Professor of sociology at Harvard University puts it this way in his book, "The Reconstruction of Humanity"

> The first mortal blow was dealt to it (capitalism) by its own agents, capitalists and large-scale entrepreneurs; for it was the captains of industry who launched the economy of big corporations, trusts and cartels. This economy split the very corner stone of capitalism, that of private property. In its full fledged form private property means the right of possession, use, management, and disposal of the property in question, and also the duty to bear the risk of its mismanagement. The economy of corporations shattered this: in every corporation those who own it, its thousands of shareholders and bondholders, neither use its property nor manage nor dispose of it; on the other hand, those who manage and dispose of it, the board of directors and the officials, do not own even a significant portion of its property... Since corporation economy is not a real capitalist economy, its maintenance is not the maintenance of genuine free enterprise. Since corporation economy is already a system of publicly owned property, its further development can only be away from private property and bona fide calitalism in the direction of its further socialization, with its managers stripped of their irresponsible and autocratic position and reduced to the status of responsible government officials. If sound political evolution for the last few centuries has consisted in replacing irresponsible autocrats by responsible democratic governments, a similar economic evolution must supplant irresponsible managerial autocracy by means of responsible democratic agents of publicly owned corporations. Such an evolution means not a restoration of capitalism and free competitive enterprise but a complete replacement of these by a system of public - co-operative, socialized, nationalized, or communized- economy. - Page 27

NOT UTOPIA BUT UTILITY

The modern business corporation has many characteristics. It is a piece of legal property owned by its stockholders. Anyone with the price can go into the stock market and buy a share of any corporate stock offered for sale thus becoming a part owner of the corporation. The owners, however, have in most cases little or nothing to say about the policies of corporations or the makeup of their boards of directors, due precisely to this wide dispersal of ownership. Ownership of our corporate economy has become a mere title to income divorced from responsibility. Management has become an independent profession, so independent, in fact, that it is not even responsible to the owners of the business.

Thus, the modern business corporation is privately controlled by an oligarchy of self-perpetuating directors and management specialists. This state of affairs leads directly to another anti-social characteristic of the modern business corporation. That is, its tendency to gobble up smaller businesses and concentrate itself into ever bigger and more powerful units. The big corporations are financial devices for destroying small businesses and for manipulating the market. In effect, they are an organized conspiracy against the mass body of consumers. They decide what the consumer gets and what he must pay and they decide solely on the basis of what is good for the corporations. The above are purely money-profit characteristics. Their exercis rebounds not to the benefit of society at large but to the benefit of a few individuals constituting a minority group in the social order.

In addition to the above characteristics, however, the modern business corporation has a few other characteristics that are of great importance socially. A corporation is a highly efficient method of organizing and administering work, the work of production and distribution. In this design we are not chiefly concerned with the corporation as a gobbler of small businesses and a financial manipulator of the market but with its management and productive ability. Its money-profit characteristics will go down the drain with the rest of the money-profit system when the latter passes out. But, the corporation as an economic form of organization, i.e., an administrative and management tool and a technological unit of production will remain. It is upon this latter characteristic that we must build and project a democratic-scientific system of production and distribution of abundance for ALL.

Throughout this whole design we are concerned with building a better society from the best of the present social order by projection along democratic-scientific lines. We are not concerned with destroying anything but with building something better. We are not trying to dream up a perfect Utopia but to indicate the general outlines of a practicable society for the General Welfare. Necessarily, then, any such proposal must be based upon and start from what we now have.

Using a super-corporation as a master instrument with which to effect the transition does not mean, in any sense, that Technodemocracy proposes to turn the whole country over to the corporations. It means, specifically and only, that the corporate form of economic and technological organization, devoid of its money-profit characteristics, will be used to integrate and coordinate the nation's productive and distributive system under the supervision and trusteeship of the duly elected Transition Government.

Congress will control the master instrument, and Congress will be acting as the representatives of the people under their mandate. It will be physically, economically and politically impossible for the master instrument to get out of hand, that is, for it to become a dictatorial power in itself. Congress will have the law, the Constitution, the courts, the police powers, the armed forces, the money power, and the people behind it.

THE "WHAT" AND THE "HOW"

The people, having decided at a transition election or a national referendum, that they want to move out of the Money-Profit System into a Democratic-Scientific Social System will have decided the "what" of the transition problem. That is, they will have decided what they want to have done. The "what" of any problem is always first and basic. You have to know what you want to do before you can do anything. Deciding the "what" of any major social problem is, or should always be, the prerogative of the people since they are the ones whom any proposed solution directly affects.

But, after the "what" always comes the "how" of the problem, that is, the way you are going to do it. The "how" of any social problem differs from the "what" in that the latter is usually an ethical and moral problem while the former is usually a technical problem. Thus, while the people, as a whole, have the right to determine the "what" they are, as a whole, not qualified to determine the technique of the "how." The "how" must always be delegated to qualified personnel, organizations or institutions.

There is no group of persons more qualified to integrate and coordinate America's industries than the technologists who are operating them now. Here, we are not referring to the banks, the fiduciary institutions, and the stock and bond holders who own industry. Their prime interest is in exacting tribute from its operations. We are referring to the functional personnel who actually operate the nation's industrial technology.

They are operating it now and they are the only group who know how to integrate and coordinate it for the production of abundance, security and equal opportunity for ALL. This group includes the engineers, management, labor, technicians and, indirectly, the natural and social scientists and the professional people.

For a further discussion of the "what" and "how" idea please see the Technodemocracy leaflet, "You, Science And Your Future." The "what-how" concept is the action formula that makes the whole democratic-scientific idea workable. In a Democratic-Scientific Social System the people will always decide the "what" of important social questions and the technologists will always decide the "how."

Also, in such a society, the democratic process will not be hampered and restricted as it is today by the limitation of correct information to the people, nor by private profit or business considerations. There will be no minority pressure groups to control organs of public information and opinion. The avenues of correct information must always be kept wide open so that true intelligence can flow freely throughout society. This condition is the basis, or prerequisite, for any intelligent public decision of the "what" of social action.

This amounts to introducing more of the scientific method into the democratic process. The same idea holds good on the other side of the fence, that is, where the "how" is being carried out. There must be more of the democratic process introduced into the scientific method. By this we do not mean that the decisions of scientists and technologists must be subjected to a veto by the people as a whole, who are unfamiliar with the technicalities involved. It means, simply, that society must require that science and technology must consider human values and accord them their proper leading place in the plans and blueprints. If science and democracy are to serve Mankind as a team their fusion must result in a give and take relationship wherein each will assimilate a part of the other, resulting in a new and powerful method of human social action and living.

CONSUMER'S COMMONWEALTH CORPORATION

One of the first things the Transition Government must do, after the primary action outlined in Part Three, is to set up a gigantic Federal corporation, to have immediate charge of integrating and coordinating production and distribution in every field of mass production industry. The financial resources of this master instrument must be equal, or superior, to the total wealth of all the privately owned means of production in the United States. This organizing institution could be called the Consumer's Commonwealth Corporation, or the Corporation of the People of the United States. In this proposal we will call it by the former name and use the initials CCC for short.

The CCC will be given an original capital grant sufficient to undertake its work with no financial embarrassment. Perhaps about $1 trillion would be enough. This capital fund will be backed by the credit of the people of the United Stated and by its natural resources. Of course, the entire amount need not be turned over to the CCC all at once. Congress can hold the purse strings and turn it over as needed.

Remembering that a capital levy will, by this time, have been imposed by the Transition Government, and that the total amount of money will have been drastically reduced, and that the result of this levy will be to introduce a new form of money, there will be no inflation of the supply of money.

The functions of the CCC will be as follows, among others to be decided as conditions warrant.

> To act as a transition vehicle in the fields of mass production and distribution to convert those industries from a base of private ownership for profit to public ownership for the general good; To supervise the integration and coordination of each division of mass production and distribution industry into a unified, efficiently operated whole; To form subsidiary corporations in each division of mass production which will be called Authorities, and to issue charters to such Authorities; To have overall supervision of finances and accounting control in each mass production division during the transition period;

To furnish adequate capital funds to each Authority upon its establishment; To see that each Authority is decentralized into two separate establishments with central control at the top; To assist each division of mass production and distribution in every way possible to get organized and into operation; To set up the United States Industrial Congress composed of representatives (Congressmen) from each division of mass production and distribution; To work closely with the Transition Government in cooperation to carry out the transition as a whole in a peaceful, orderly manner.

ABUNDANCE AND SCARCITY

It will be noted that the phrase "mass production" is repeated several times in outlining the functions of the CCC. This is to emphasize the fact that the field of authority of the CCC will have to be restricted to those goods and services that can be mass produced. All other goods and services, not subject to mass production, will have to come under the jurisdiction and direction of the Transition Government. The field of naturally scarce goods and services will have to be handled in an entirely different way from that of mass production. That is, scarce goods and services will have to be handled by economic and political methods rather than by scientific management and technological means. One field is a problem in equity, ethics and politics; the other field is a problem in technology.

Since there is a necessity to separate the fields of mass production and scarce goods the first thing that will have to be determined is the proper field into which each type of good or service falls. The Transition Government will have to appoint a capable committee of technologists, economists and social scientists, on which the CCC and the Transition Government will be equally represented, to draw the dividing line. This is not a difficult problem and shouldn't take more than a few session of the committee to resolve.

The production and market records of every industry in the past, plus commonly known facts, should readily indicate which goods and services can be mass produced and which cannot. For example, mink overcoats and cloth overcoats fall into different economic and technological categories. One type of coat cannot be mass produced and other can.

Natural mink coats are naturally scarce. There are other goods and services in this class also. We often call these items luxury goods. However, there is another type of goods that are not luxury goods but are also naturally scarce. Those are the items that are products of new developments and industries before those industries reach the stage of mass production. Nylon, orlon, dacron and many of the plastics were in this class before industry was able to mass produce them. Even aluminum was in this class for a long time before it was mass produced.

Today, many of the light metals and new alloys are in this class. Other items such as made-to-order clothing and original works of art and certain personal services cannot be mass produced. All such goods and services must be left free to operate in a competitive market on a price and profit basis in the same way that industry operated in the early days of capitalism.

There are also some naturally scarce goods that would not fall into this class. That is, they would not be turned over to private enterprise but would be produced in the quantities needed by the mass production side of the economy. The goods falling into this class are those which can easily enough be mass produced but for which there is no mass demand. Among this class are certain technical instruments, nedical equipment, certain cosmetics and perfumes and special but little used tools. Thus, not all scarce goods and services would be given over to private enterprise but only those which it is physically impossible to mass produce.

The test, then, to determine into which class any good falls is not whether it needs to be mass produced but whether it can be mass produced. There is nothing, of course, to stop the mass production industries from carrying on research to to devise ways and means to mass produce certain desireable but naturally scarce goods.

It can also be depended on that private enterprise in scarce lines will make strenuous efforts to achieve mass production and thus liquidate themselves. They will do this not through altruism but will find themselves driven to it by the nature of private enterprise. In obedience to the compulsions of competition every private enterpriser in scarce lines will make every effort to get an ever larger share of the consumer's dollar, that is, an ever larger share of the market. Since they can achieve this in only one way, i.e., by increasing production there will result an intense competition between these producer-sellers. This competition will stimulate the technology and lead to solutions of the problem of mass production, where such solutions exist, as it has in the past.

PRIVATE ENTERPRISE

The time may not be far off when nearly everything that Man needs and most of the things he wants can be mass produced. Then there will be little or no need for private enterprise of a commercial nature in any field. In the meantime, naturally scarce goods and the products of new developments must be left in the field of private enterprise under the control and supervision of the Transition Government.

To insure that private enterprise will be kept under public control measures like the following can be of service:

> High progressive income taxes for all engaged in private enterprise; One hundred percent inheritance taxes for all engaged in private enterprise; The enforcement of genuine price and quality competition; A ceiling on private incomes; One hundred percent unionization of all private enterprise with the right to strike maintained; and the certainty that as soon as mass production is achieved in any scarce field that field will be promptly taken over by the U.S. Industrial Congress.

These, and other measures, will keep the private enterprisers in line and insure that society will reap the benefits of able, individual entrepreneurship and at the same time allow the enterprisers sufficient scope for their talents. After all, it is not to society's interest to squelch any gifted organizers it may have but to let them work and then appropriate the results of their work for the general good.

TO SELL OR NOT TO SELL

It must be remembered that private enterprise was a stimulant to the advance of technology and the expansion of the industrial revolution before the stage of mass production and corporate organization was reached. This fact has been demonstrated repeatedly in many industries. Genuine price competition assisted the development of technology and the modern principles of scientific management. Consequently, private enterprise in certain fields under public supervision can continue to be used where needed to a limited extent during the transition and perhaps for some time in the new social order.

After all, what else can you do with naturally scarce goods and services? If they cannot be mass produced that means they cannot be made available to all consumers on a cost-plus-accounting basis. Consequently, there are only a few things you can do with them. Among these are:

1. Ration them equitably
2. Dispense them as rewards for outstanding social services
3. Allow them to be bought and sold in an open, free market.

If you tried to ration some scarce goods the problems connected with the job would be more complex and the trouble and expense greater than society could afford. If you were to ration naturally scarce mink coats upon what basis would you ration them? Would you run through the entire population on or by an alphabetical system. If so, the Abramhansons, the Adamses and the Axelrods would all be fitted out with mink coats but the Vernons, the Yngves and the Zapellotis would all be dead long before their turn came around. Would you do it by a lottery? You see what wer'e driving at?

If you tried to dispense scarce goods as rewards for certain social services that, too, would be a constant headache. Who is going to be the judge, what type of social service are you going to reward and how are you going to tell which social services are outstanding, and when are they outstanding? Is the great artist great at the time he paints his masterpiece or does he only become great long after his death when people finally catch up with his visions? When is a classic a classic, when it's written or when the professors decide, perhaps three hundred years later, that it's a classic? And so on. There are too many moral, esthetic and political problems connected with both these methods of distributing scarce goods and services.

If you let them be produced by private enterprise and put on the market for sale you have no problems at all. The individual consumer can buy or not buy as he pleases. Of course, if we keep private enterprise in scarce lines we will have the problem of controlling it, but that can easily be taken care of.

ORGANIZING INDUSTRY

As soon as the CCC is organized it will call national conventions of management men, industrial technologists, labor representatives and market specialists from each industrial division. The purpose of these conventions will be to organize each major group of industries in each industrial division into a unified whole composed of one Authority in each major group. Each Authority in each major group will be decentralized into two complete and autonomous operating establishments competing with each other. There will, however, be centralized control of the two operating units at the top. The reasons for decentralizing each Authority will be given later on.

The present management, technologists and labor force, each in its own major group, who now manage and operate industry in that group will (on a basis of fair representation) constitute the organizing, integrating and coordinating power to set up the new functional alignment of the mass production field. There is no other group of people better qualified for this assignment. In fact, there is no other group of people who can do it. These people are actually operating the various industries now, they know how to run them, and they know how to reorganize them along functional lines.

It must be remembered that not all establishments in every major group of industries will be involved in this problem. In accordance with Point 15 in the transition "musts" listed in Part Four only the most modern production facilities will be requisitioned for public use by the CCC. Obsolete industrial establishments will be left under private enterprise for the time being. It is better to build new plants if they are needed than it is to pay for a lot of industrial junk that can't produce efficiently.

These older establishments will be left to compete with the reorganized facilities in each field as best they can. Or, they can sell out to the CCC at their proper low valuation. The CCC will then make the proper disposition of the physical facilities and operating personnel of these old plants. There should be a lot of good steel scrap in many of the older plants as their installations are bulkier and more cumbersome than newer high speed production machinery. Such older establishments as may choose to remain in business and compete with the reorganized mass production industries will be guaranteed equal access to raw materials and the market. Such competition is certain to be futile as the newer establishments will be able to produce more and do it cheaper. However, if any rugged private enterpriser wishes to die with his boots on that's his privilege.

As pointed out earlier there is no sense in collectivising a lot of obsolete industries. They can't meet the specifications of abundance. It will be better to take over only the modern plants and then add to them as and if needed. Admittedly, this creates a problem of what to do with the old industries. But that problem will lie heavily on the heads of the owners of those industries and not with the CCC. The older industrial junk is their baby. Let them sell it, scrap it, or burn it out trying vainly to compete with the most modern facilities we will have available.

The CCC will use the present Standard Industrial Classification Manual of the Bureau of The Budget as a guide in organizing all industries into functionally related groups and divisions. This Manual is now used as a basis for statistical data by various U.S. Government agencies, State agencies, trade associations and private research agencies.

The ICM is too long to describe in detail here but for those who are interested copies are for sale by the Superintendent of Documents, Government Printing Office, Washington 25, D.C. However, it might be well to give one example of how industry is classified for statistical purposes. It can be organized functionally along the same lines, practically.

All production and distribution is divided into two industrial types, i.e., manufacturing and nonmanufacturing. These two types of industry are further subdivided into functionally related major groups. For example, in manufacturing there is the major group of primary metal industries. This consists of blast furnaces, steel works and rolling mills, iron and steel foundries, primary smelting and refining of nonferrous metals, secondary smelting of nonferrous metals and alloys, rolling, drawing and alloying of non ferrous metals, nonferrous foundries, miscellaneous primary metal industries.

The raw material industries from which the above manufacturing group draws its prime supplies is the metal mining group. It is a nonmanufacturing industry and consists of the following subdivisions: iron ores, copper ores, lead and zinc ores, gold and silver ores, bauxite and other aluminum ores, ferro-alloy ores, metal mining contract services, and miscellaneous metal ores.

In the examples given each one of these major groups would be organized into one authority. Each Authority would be decentralized into two establishments, or units of production, competing with each other. They would not compete for profit but for a larger share of the market for their unit, for greater efficiency of operation, for greater public recognition and for tho leadership in that group of industries. We can rest assured that they would compete and compete intensely. For, money is far from being the leading incentive in human action.

Industry would operate much as it does now except that the waste and profit would be eliminated. There would be perhaps as many as 60 Industrial Authorities in the mass production field, each one divided into two competing units. Overall would be the U.S. Industrial Congress making policy for the whole and planning and preparing for the future.

The reader was warned in the Preface to this Design that it would not be a Utopian design but a practicable plan for a better society. To be that it must start from the basis of what is now considered to be best practice and from what we actually know and do now, and not from any fantastic dreams.

The Industrial Classification Manual lists about 21 major groups of industries in manufacturing and about 50 in nonmanufacturing. Some of the nonmanufacturing groups will be eliminated as unnecessary in a Democratic-Scientific Social System. Among these are such purely money-profit activities as security and commodity brokers, insurance companies, most types of banking as we know them today, holding and investment companies, and much of the retail and wholesale trade. Insurance companies will not be needed (in spite of the fact that they are necessary today) because every citizen will be guaranteed security from birth to death as a part of the social setup.

Security is one of the three pillars upon which a democratic-scientific culture rests. The other two are abundance and equal opportunity. No one will have to worry about his insurance policy. It will always be paid up to date because everyone's insurance policy will be the operating social system itself.

Some major groups in the manufacturing division will fall under the jurisdiction of the Transition Government as scarce goods industries. Thus, the total number of major groups of both manufacturing and nonmanufacturing engaged in mass production will probably not exceed around 60. These groups of industries will make up the U.S. Industrial Congress. The functions of the Congress will be to carry on the production and supplying of all goods and services that can be mass produced on a cost plus accounting basis without profit to anyone.

All industrial operations will be carried out on a balanced load system, that is, evenly spread throughout the day, week, month and year without the peak or rush load and hour periods characteristic of present operations. Balancing the load of industrial operations will make living much more pleasant than at present. There'll be no more traffic jams twice a day, no more jams at the stores on Fridays and Saturdays, and no more congested rushes of everybody being forced to do the same thing at the same time. Of course, the customary national holidays and Christmas period seasons will cause some unavoidable rush periods but the balanced load system will ease greatly the strain of modern living.

The costs of all goods and services supplied free by the Transition Government would be included in the final price of goods and services to the consumer. In, cidentally, there will be a great deal more free goods and services in a Democratic-Scientific Society than we ever had in this Money-Profit System. Literally, of course, there is no such a thing as free goods and services. Under the present system what we don't pay for in the price of articles on the market we pay for in taxes. However, it has become customary to call the services provided by Government free because we do not pay for them directly in cash in the market place.

These services include police, fire and public health protection, public parks and recreational areas and many other things. Including the cost of all free goods and services in the final price to the consumer will have at least one highly desireable result. It will eliminate completely all income and property taxes. Inheritance and income taxes will still continue for enterprisers engaged in scarce goods lines but the great bulk of the population will be freed from these nuisances for good.

It will be totally unnecessary to maintain a complicated tax structure with a host of visible taxes. However, free goods and services must be paid for somehow, that is, accounted for. The ultimate consumer has always paid for these things and always must. There is no other way. The consumer always pays. No corporation or business ever paid a dime in taxes. They always pass this on to the consumer by adding it to the final price in the market.

Money, under a Democratic-Scientific System will not possess the properties it possesses under the Money-Profit System. It will be a purely accounting device. So, including the cost of free goods in the final consumer price will not increase the cost of living, or be an observable burden in any way. All incomes will be sufficient to provide adequately for all citizens. But, we are getting ahead of our story.

In each major group of industries there will have to be two completely organized and autonomous operating establishments competing with each other. This may sound contradictory but it is not. In many large industries today this precise condition prevails. For instance, in General Motors the several divisions such as Chevrolet, Pontiac, Buick and Oldsmobile compete with each other. The same is true of the Chrysler and Ford lines. In each case these divisions are autonomous and competitive but are centrally controlled by top management. The same type of organization exists in other industries also.

TODAY'S PATTERN

This follows the present day pattern in American industry. There are a lot of industrial lines in which there are only two or three big producers and no little companies at all. Then, there are lines in which there are two or three big corporations with a larger number of little fellows hanging on by sufferance of the big boys. The long term trend toward a high concentration in industry was revealed by the Temporary National Economic Committee Reports in 1940. Since then the process of concentration has speeded up a great deal.

There are few, if any, absolute monopolies in any field but rather a condition in which there are a small number of big producers and a larger number of smaller producers in most fields. The little fellows live largely off of subcontracts from the big boys plus a small amount of local business. This condition exists even in agriculture in spite of all the homey talk about "family farms." By far the greatest bulk of all commercial food produced is accounted for by the production of a small percentage of the farms. A study by the Bureau of Agricultural Economic in 1949 showed that 3 percent of the owners held 41 percent of the farm land owned by individuals, and that corporate farms owned 64 million acres. That was for 1949 or six years ago. The long time trend toward concentration is hard at work in agriculture also.

Monopolies and cartels are bad for the immediate interests of the consumer and also for the long range interests of industry. They suppress new inventions and methods and retard the advance of technology. They maintain high prices and conspire to deteriorate the quality of products so that they will wear out quickly, or break down, or burn out, so that many repeat sales can be made. They breed the dry rot of bureaucracy, stultify initiative, discourage leadership qualities, and generate nepotism and cronyism. Monopolies freeze the status quo in favor of the few at the top.

However, oligopoly (control by a few) avoids many of the evils of monopoly. The oligopolistic industries do not compete with each other on a price basis. They have undercover agreements to lay off that type of competition. However, they do compete in other ways such as in research, in introducing new methods, in advancing technology, in efficiency of production, in sales efforts to get a larger share of the market, in better management, and in other ways.

Each one of the giant business corporations in America today, in lines controlled by a few companies, tries to become bigger. Each one tries to get a larger share of the market. Competition in this sense is intense. For example: General Electric competes with Westinghouse; General Motors competes with Ford; The Aluminum Co. of America competes with Reynolds; U.S. Steel competes with Bethlehem; Du Pont competes with Monsanto, and so on.

That is the pattern of American industry today. This pattern of high concentration of physical units of production, plus the use of advanced technology, plus competition for a larger share of the market, plus scientific management, plus decentralization is behind the great productive ability of our industrial system. It is not a simple matter of technology alone.

An industrial culture is not whipped up overnight. It is an accretion, a growth, a process. It takes generations to build up a skilled labor force. It is a matter of science and technology, plus a skilled labor force of technicians and tradesmen, plus competition, plus scientific management, plus natural resources, plus freedom of consumer's choice, plus a mass market, and a lot of other things.

It will be noted that in this description we are not reciting many of the moral and legal crimes of private enterprise, nor its social cost. Our purpose is merely to describe the present organization of American industry, that is, its economic forms. The physical facts of production and the way that production is used for the benefit of a few are two entirely different things. During World War Two American industry was forced to produce for the benefit of the social structure as a whole. It was a matter of national defense. Our industry at that time demonstrated its technological capacity to produce abundance for ALL by flooding the entire world with war goods of all kinds. That is the point we are interested in for without the physical ability to produce abundance all talk of a better social system is dream stuff.

DECENTRALIZATION

In the largest and most productive business corporations there is centralized management with decentralized operations.

Centralized management establishes the overall policies and objectives and oversees the decentralized establishments. It keeps them within the general framework. However, the decentralized establishments adopt their own policies and objectives within this general framework and carry on their operations as they see fit, being responsible only for results.

In a certain sense, insofar as the actual practice of management goes, the idea of decentralization is a return to the pattern of early capitalism. When modern capitalism was young there were a great many small, independent establishments owned and directly managed by individual entrepreneurs. An entrepreneur is an individual who undertakes to assume the risks and obligations of a business.

In those days each entrepreneur determined his own policies and carried out the operations of his business in his own way. This pattern stimulated the qualities of initiative and leadership. Early capitalism produced a lot of dynamic leaders culminating in the age of the "robber barons." The typical fragmentation of business in early capitalism, that is, its decentralization, is credited by students with producing this result.

It was these same robber barons who murdered early capitalism and ushered in the present age of giant corporations. These goliath institutions have some good points and some bad points, socially speaking, as pointed out earlier. Perhaps their worst feature is that, when they are under centralized management, they stultify individual initiative, discourage leadership, breed the dry rot of bureaucracy, and freeze the status quo. This may not be true in all cases of centralized management but the general trend is in that direction.

For a factual expose of this condition in business today read GIANT BUSINESS by T.K. Quinn. Mr Quinn spent the best years of his life in business and fought his way to the top heirarchy of the General Electric Co. He experienced this condition from the inside. Where the avenues of advancement and leadership are choked with bureaucratic roadblocks as they are now in giant business and giant government individual initiative and leadership are the first human qualities to be thrown to the wolves. The top beneficiaries of any centralized setup do not want initiative and leadership to be shown by those beneath them. It represents a dangerous competition and is a menace to their privileged position. This is as true in the economic world as it is in the political world. In other words, dictatorship is something socially bad in itself.

TWO HEADS ARE BETTER THAN ONE

The reasons for this discussion of the economic forms of present day American industry are to lay the groundwork for an important principle of economic organization which must be observed during the transition and in the new society.

The whole purpose of this Design is to project the best characteristics of the present social order into the form of a Democratic-Scientific Social System. It is not possible to make the worst features of society into anything better. Therefore, we have to consider the organzational forms of productive industry, how they work, what results they produce, and which are best for our purpose.

Modern scientific management recognizes the problems outlined above and the trend toward decentralized operations is their answer. They say: restore initiative and leadership and controlled competition to the parts and the whole will fare much better. The concept of decentralization is similar, in respects, to the concept of Federal Union. That is, it provides for a division of powers and functions, a system of checks and balances. Central management lays out the overall program and policy and the decentralized divisions then carry it out in their own way.

Peter Drucker, in his study of General Motors and its system of decentralization, in his book, "The Concept Of The Corporation," states:

> The leaders of General Motors themselves regard their concept of decentralization not as a technique of top management but as a basic principle of the industrial order.

There are other good reasons for decentralization besides the factors of initiative and leadership. Decentralization provides yardsticks by which to measure management ability and production performance. It sets one division up against the other on a basis of performance competition. Bureaucracy, cronyism and nepotism cannot flourish in the atmosphere of competition. They require the soil of monopoly and a frozen status quo. Where you have the latter you have an heirarchy of chairwarmers and yes men. Where you have competition and a yardstick by which to measure performance you have greater alertness and efficiency. This is good for the ultimate consumer and, after all, it is in his interests that the whole setup is supposed to operate.

In decentralized industries each unit, or division, competes with the other divisions for a larger share of the market, for greater recognition and status in the industry, and for the prestige of being the leader in that line. The consumer benefits directly, if not in alternative prices, at least in greater choice in products and differences in quality. Under competitive conditions there is always the feeling and knowledge that if you do not keep on your toes the other fellow will get ahead of you and you will have to take a back seat.

Individual competition is natural for Man. For long ages he had to compete with animals for mere survival. Then for more long ages he had to compete with a "niggardly nature" under conditions of ever present natural scarcity. "In the sweat of thy face shalt thou eat bread." Man competes in war, in love, in sports, in economics, in industry, in school, in the arts, in knowledge, and in many other ways.

Biological and social competition is natural for Man and as long as it is conducted in a general framework of rules and conditions beneficial to society as a whole such competition is desireable. Where there is no natural competition a person becomes lethargic. Competition stimulates him to do his best. It has remained for the Money-Profit System to degrade natural competition into the commercial, dog eat dog ethic that goes with the pursuit of money. A Democratic-Scientific Social System will correct this anti social condition and put the emphasis upon natural competition among men for the benefit of ALL.

For these reasons Technodemocracy thinks that there must be two separate physical and technological units of production and distribution in each major group of industries, both manufacturing and nonmanufacturing. That is, each Authority must be divided into two establishments. There will have to be a top management in each Authority to lay out production goals and general policies. Within this framework the two units can produce and compete with each other. Thus, both units and the Authority as a whole will be subjected to the dominance of the mass consuming public. If there were only one producing unit in each Authority with the power to decide what and how much should be produced the consuming public would be at its mercy.

BUILDING A FREE SOCIETY

This proposed pattern of two large producing units in each major group of industries is contrary to socialist, communist and other radical beliefs. It is also contrary to the pattern of single giant trusts in each industry that prevails in Russia. Don't let that worry you, however. In this design we are not following any ideological line. We are attempting to pattern the society of tomorrow upon the basis of what actually exists today, and of what is the best socially and functionally. That is what distinguishes the democratic-scientific approach from any Marxian system of beliefs. The America of today must be the starting point for the America of tomorrow, not the England and Europe of 100 years ago.

At the national conventions of industry called by the CCC the representatives sent by each division of industry shall determine the methods of integration for that division. They will also convey recommendations to the CCC as to which establishments it is worth while to take over and which can remain under private control. They will certainly know which are modern and which are obsolete. They will also know how to coordinate the modern units of production into an industrial Authority. They possess the technological know how, they possess the skills, they possess the intimate, detailed knowledge of the industry acquired in the actual experience of years of contact with it. No other groups can do this job.

The railroad men don't know how to operate or coordinate the aviation industry. The aviation experts don't know how to operate or coordinate the railroad industry. And, neither of these groups knows how to operate or coordinate the inland waterway system of America for water transportation. Separately, however, each group knows its own field. There will, of course, have to be coordination of the whole, that is, of all industries. That is the function and job of the U.S. Industrial Congress as a whole.

At the national conventions, each Authority will Select-Elect its own officers and top management and determine how to decentralize itself into two separate units with central management. After the Authorities are set up one of the first steps will be to Select-Elect its own Congressman to the U.S. Industrial Congress. Later, when all the mass production industries have been thoroughly organized and are in operation these Congressmen will be Selected-Elected by all the personnel working in the industry.

The first set of Congressmen to sit in the U.S. Industrial Congress will, necessarily have to be chosen at the national conventions. After that first choosing their selection will be a matter of industry wide elections. The time for this first Industrial Congressional Election can be set by the CCC after the national conventions are over and the preliminary work finished.

It is understood that the process of integrating and coordinating the mass production industries cannot be completed in detail at the national conventions but only started. The completed setup must be shook down and the "bugs" worked out in the actual practice of productive operations. Plans and programs will be adopted at the national conventions but the real work of organization will come during the shakedown operations of the first year or so. It may take two or three years for the integrating-coordinating process to be completed and for the various Authorities to get into smooth operation.

During this period the CCC will act in a general advisory, supervisory and directing capacity to see that things go in the desired direction. Behind the CCC will be the Transition Government with the final authority and power from the people to enforce its mandate from them. The Transition Government will also help out the CCC and the Industrial Congress as much as possible, though it will have plenty to do in its own civil field of operations.

The present National Bureau of Standards will reorganize and expand its present field of operations to the extent required to become the official research and testing department of the Industrial Congress. It will be an Authority in itself with its own Industrial Congressman.

However, each Authority will also have its own laboratories and research department for the problems in its own field. The National Bureau of Standards will, rather, be the top research authority engaging mainly in problems of an overall and coordinating nature.

The U.S. Industrial Congress will consist of perhaps 60 Congressmen elected for stated terms from the various Authorities. Candidates for Congressman will be picked by the Secretarial Department of each Authority solely on the basis of their functional record in the industry, and their overall knowledge of the industry as a whole and its functional relations to other industries. There will be more on the Congress later on in this Design.

THE SECRETARIAL DEPARTMENT

Each Authority will establish a Secretarial Department. This Department will be found to be highly important to the functional success of the whole democratic scientific organization of industry. A basis for the establishment of Secretarial Department will be found in actual existence in the present Personnel Departments functioning in every industry. The present personnel records of these existing departments will constitute the starting point for a complete functional record keeping system in each Authority.

The purposes of the Secretarial Departments are several in nature. Perhaps the prime purpose will be to insure that individuals can rise to better positions and status on the basis of ability. The Secretarial Departments will see to it that individual initiative is rewarded and leadership qualities encouraged. The avenues of opportunity will have to be kept wide open.

To this end the Secretarial Departments will function to keep down nepotism and cronyism. No person must be allowed to advance through favoritism or on the basis of his or her connections or friendships with higher officers in the industry. All advancement and status must be achieved solely on the basis of functional qualifications. This is the job the Secretarial Departments will undertake to do.

Complete functional records will be kept of every employee in the industry. On the basis of these records all positions of authority and management will be filled by the Selection-Election System, to be described later. Seniority, that is, tenure of employment, will receive its due consideration in each employee's functional record but will not receive primary consideration.

If all other factors are shown to be approximately equal then seniority would be the deciding factor. But it should never be possible for any person to rise to a position of authority solely because of seniority. Primary consideration will always be given to ability as shown in the functional record. This will insure that positions of decision and direction will not be filled by functional incompetents whose only credentials are that they have been on the scene longer than someone else of greater ability.

SELECTION-ELECTION SYSTEM

Each Secretarial Department in each Authority will set up and operate a system of nominating qualified candidates for executive positions from the level of foreman on up to the top management level, and including U.S. Industrial Congressman. The first setting up of each Authority will, of course, be a matter of the best judgement of the officers and management chosen at the organizing national conventions. One of the departments in each Authority set up at that time will be the Secretarial Department.

As time passes and the Secretarial Departments become thoroughly organized and records more complete, and as vacancies occur in management positions the Secretarial Departments will steadily take over their real function. In a few years they should be in a position to offer objective nominations for all vacancies and new executive positions. The system could work something like this.

Vacancies for foreman would be filled by elections of the employees below the rank of foreman. Vacancies for positions above the rank of foreman would be filled by an appointing board composed of officers of the same rank as is the position to be filled. This appointing board would not be picked by the Secretarial Department but by an election of all the officers in the rank next above the rank of the appointing board to be picked.

For example: If there were a vacancy for the manager's job in the shipping and receiving division of a large warehouse the Secretarial Department would submit a slate of perhaps three qualified persons from among the foremen, supervisors or assistant managers ranks. The vacancy would then be filled from this slate by an appointing board.

Appointing boards would be filled in somewhat the following manner. All the officers in the next rank above the rank in which the vacancy exists would get together and elect an appointing board of three. The appointing board would be chosen from the same rank of officers in which the vacancy exists. Thus, the appointing board would be composed of officers of the same rank as the vacancy to be filled but would be chosen by an election of officers of a higher rank.

Now to get back to the method of filling a vacancy as manager in the shipping and receiving division. First, the rank of officers next above the rank in which the vacancy exists would elect the appointing board from among the officers in the same rank as that of the vacancy. The electing rank, say, would be composed of the superintendents of the shipping and receiving division, the finance division, the stock control division, the document control division and the transportation division. They would elect an appointing board from the several divisions composed of three officers of equal rank to the position to be filled. Say, these would be the managers of the transportation, stock control and finance divisions.

The Secretarial Department would then submit a list of three qualified candidates for the vacancy to this appointing board. It would be their duty then to examine and evaluate the functional records of the candidates and select the new manager of the shipping and receiving division.

Thus, the rank of officers from which the appointing board would be picked would have nothing to say about the composition of that board. It would be chosen by the rank of officers above. The sole function of the appointing board would be to evaluate the functional records of the candidates as received from the Secretarial Department. Neither would the Secretarial Department have anything to say about the composition of the appointing board. It would be independent of all exterior influences and would be able to concentrate upon its job of evaluating the functional records of candidates. A system like this could work from the foreman level on up to the highest level of top management.

When you get to the top management position in the Authority a vacancy occuring there would have to be filled in a slightly different way but under the same principles. Since there is no rank of officers above the rank of top management, an industry wide election would have to be held by all the employees in the industry to elect an appointing board of three from the members of the board of directors of the industry.

Say an appointing board of three board of directors members would be elected by the employees. This appointing board would then select the person for the top position from the slate submitted by the Secretarial Department. This would prevent top managers from choosing their own successors and will also prevent members of the board of directors from building up a clique on that board to defeat the Selection-Election System.

INDUSTRIAL DEMOCRACY

There is no democracy on the job in industry. The job itself dictates what must be done. There can, however, be a considerable degree of democracy in the human relations in industry. This is what the Selection-Election System is designed to realize. In actual practice the system will be improved and refined far beyond the simple outlines given here.

The reason for having foremen elected by the employees below that rank instead of having them selected by an appointing board of their peers is to give the rank and file workers something to say about who shall be their immediate supervisor. A foreman is closer to the rank and file below him than he is to the officers above him.

Ideally, a foreman is supposed to be an outstanding worker who achieved his position by superior work. He is supposed to understand and be able to do the work he supervises. He came from the ranks and has an intimate daily personal relationship with the workers below him. Cooperation, harmony and morale at this level of plant activities depends as much on psychological and subjective relationships as it does on objective efficiency standards.

If the foreman is liked and if he is a "good man," that is,can do the work himself as well or better than anyone under him the men will give him their best efforts. If he is an appointee of the front office far removed from the daily problems of the rank and file the relationship is more strained and formal and cooperation much harder to achieve.

However, elections for foreman cannot be allowed to degenerate into popularity or political contests or the whole purpose of the Selection-Election System will be defeated. Therefore, while the rank and file labor force will elect their own foremen their choice will have to be restricted to a list of certified and functionally competent candidates as received from the Secretarial Department.

In this system, as outlined, the Secretarial Department has no power to influence elections or appointments. Its responsibility is solely functional. The same system will apply to the Secretarial Department as to all other divisions of each Authority. Moreover, the records and files of the Secretarial Department will be subjected to a periodic review by an auditing committee appointed by the Continental Director of each Authority. These auditing committees would have unchallenged authority to go into the Secretarial Department to quizz the personnel and examine the records.

The Congressman who is elected to represent each Authority in the U.S. Industrial Congress will also be elected from a slate of candidates submitted by the Secretarial Department. This slate would, however, have to be approved by a majority vote of the board of directors of the Authority to prevent the Secretarial Departments of the several Authorities from dictating the composition of the Congress.

Industrial Congressmen would be elected by a majority vote of all the employees in the industry. This election, and all other plant elections, will be held during working hours on company time. The Secretarial Department will direct and supervise all plant elections but the votes will be tabulated by a committee of judges chosen by the board of directors.

CONCLUSION

As stated previously, when the transition is completed and the new society in operation the CCC will be liquidated. Having fulfilled its functions the people will not need it any longer. During the transition period the provisions for liquidating the CCC can be worked out by the Transition Government. We are not finished with the CCC as yet in this Design. It will crop up again from time to time in connection with other phases of the transition operation.

It will be noted that so far in this Design we have been paying attention to the general outlines of the proposed system, to fundamental principles, and to things of a general nature. Little has been brought up about the detailed economics of a Democratic-Scientific Social System. This is a tremendous subject in itself. No doubt, we will get to it at some point along the way and do the best we can with it. In the meantime there is still more of a general nature that must be considered.

For instance, what will be the position and status of organized labor during the transition and afterwards when the new society is in operation?

What will be done about agriculture and how will we do it? The farming class of people is notoriously allergic to social change of any nature except improvements in their own economic position. Cities have always been the breeding grounds of culture and social change. However, conditions are somewhat different in the U.S.A. than they are in the rest of the world in this respect. Agriculture is far more advanced technologically here than elsewhere and the farming class of people are a diminishing minority in the total population. There is a simple and fair solution of this serious problem which will be presented somewhere along the line in this Design.

In the next Part we hope to deal with organized labor and perhaps the agricultural problem. Then, there is the problem of money. What kind of money will we use in the new social system? This is a big and a controversial question. We hope to deal with it in such a way as to eliminate as much of the controversy as possible and make it as easy to understand as possible.

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PART SIX

Agriculture And The Farm Problem

" The base of the social pyramid rests today where it has always rested - upon the land... the work of fashioning the natural materials into forms serving human wants, of exchanging them, must follow upon the work of extracting them from the earth. As the arts of production advance, the division of labor multiplies and the whole industrial process increases in complexity and size. But no matter how big and complex it becomes every human engaged in productive effort, no matter how far removed from the actual tilling of the soil, is working, in the last analysis, on the land."

--- Karl B. Mickey in MAN AND THE SOIL

(Turn To Page 3)

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NOTE: Whole Numbers 34 - 35 - 36 - 37 - 39 -40 contain the first **six** parts of the first draft of the Technodemocratic design for a Democratic-Scientific Social System, complete with a Transition Plan, or means of getting from here to there. As additional parts of the design are completed they will be added to the above whole numbers of the NEW ANALYST in sequential order.

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Address: Technodemocracy - 2623 Lawrence Avenue, Chicago 25, Illinois

Printed In The U.S.A.

PART SIX

Agriculture And The Farm Problem

EARTH ABIDES

History records the failure and disappearance of many civilizations in the past. Today, we do not know the precise causes of these collective social deaths. However, there is good evidence to assume that a human failure in land, water and conservation policy and management was the prime reason. Wars and conquests may have killed their millions. Diseases or epidemics may have decimated nations. Changes of climate may have ruined previously fruitful areas. And, there may have been other factors contributing to the downfall of past cultures.

However, the wars would not,in themselves have impoverished the soil upon which all men lived. The epidemics would not have sterilized the land. The changes of climate, if any, would just as likely have turned some desert areas into fertile land. It is highly unlikely that destructive changes of climate occurred at precisely the places where vital civilizations flourished and not at other places.

When you look at all the known possible causes behind the collapse of many past cultures it strikes you that the basis factor was a human failurs to achieve and maintain a balanced ecology of vegetable, animal and human life on the land.

The evidence for this can be seen in the ruins of many past societies in Asia Minor, Eastern Asia, Western Asia, the Mediterranean, Northern Africa, and the Western Hemisphere; such as the Empire of Babylon, Mesopotamia, Persia, parts of China, Syria, Palestine, the Roman Empire, the Venetian Republics, Greece, Central America and Colombia. Karl B. Mickey states in MAN AND THE SOIL that: "a great many years ago even the Sahara Desert, was forested and inhabited."

The Tigres and Euphrates still run down to the Persian Gulf carrying life-giving water but the nomad's tent now holds sway where eleven rich civilizations once flourished. There in the alluvial Mesopotamian Valley is the traditional site of the Garden of Eden. Now it is a desert. But the twin rivers still run; and the water cycle of nature keeps up its unending circulation. The havoc was wrought by Man.

If the above is correct the problem of land, water and conservation policy and management is a highly important factor in, and basic to, agriculture and the farm problem.

It means that any practicable design for a new and better social system must be geared, on its agricultural side, to the physical facts of nature. Not only that, such a design, if it is to be practicable must also be geared to the ancient folklore and modern psychology of the people who farm the nation's land. Russia's program of forced collectivization ignored these facts. The result has been that after 20 years of such an unrealistic program Russia is still plagued by shortages of food and other products of the land in spite of a potential capacity to produce an abundance of these things for her people.

Here, we must again emphasize that Technodemocracy's proposed design for a new and better social system is not following any political ideology foreign or domestic. It must be, and is, based on the contemporary facts of American culture, plus what we can learn from the past. In the case of agriculture these present-day facts, in addition to the physical demands of nature, revolve chiefly around the technological character of American agriculture.

You may collectivize an ignorant, superstitious peasant or ship him off to a slave labor camp if he objects; but the same tactics tried in America would meet with total failure quickly.

Yes, the earth abides, if Man permits it. And, Man and his culture abide only if the earth abides. Therefore, any program for a new social system, on its agricultural side must be geared to the earth.

The demands of earth are simple, but absolute. There must be a balanced ecology of human, vegetable and animal life on the land. The only penalty nature provides for failure to achieve and maintain a balanced ecology is death, death of a species, death of a culture.

EARTH BELONGS TO THE PEOPLE

The farm problem during the Transition Period and in the new society is not a simple matter of government ownership or collectivization. In fact, Technocracy is totally opposed to government ownership of anything in the new society. This may surprise some who suppose that the sovereign remedy for all social ills is government ownership. History shows the opposite to be true. Strong centralized governments, combining political and economic power, are the natural enemy of democracy, freedom and the General Welfare.

When economic and political power are combined in any government you have a fascist regime. That is the essence of fascism, a combination of all the minor political and economic rackets into one major monopoly, the government.

In the U.S.N.A. all effective economic and political power will reside in the hands of the people as charterers of the system. These powers may be, and of course will have to, be delegated to institutions, organizations and even individuals in order for the system to operate at all. But this delegation will always be within a constitutional framework of legal provisions with checks and balances.

The government will not own the farms in a Democratic-Scientific Social System. The government will not own a single thing in such a society. The people, as a whole, will own and hold title to everything on the land, in the waters and beneath the ground. The people will also own the government which will merely be the agent of the people within the constitutional framework authorized by them.

There is no intention in the social design of Technodemocracy to grab any farmer's land and give him the bitter choice of joining a government collective or of being transported to a labor camp. You can't solve a continental agricultural problem by hounding the farmers. Russia has been butting its thick ideological skull against that stone wall for 20 years. You'd think they'd learm something afterwhile.

Using force against farmers would be especially futile in the case of the millions of small, part-time and subsistence farmers. These little people do not produce the nation's food or raw materials. In fact, most of them do not even produce enough for their own needs without outside sources of income and frequent trips to the chain store supermarts. Let's take a closer look at the American farmer as he is today. This is necessary because if you want to go someplace you must first know where you are and what you have to work with.

WHO PRODUCES WHAT?

A Department of Agriculture Study prepared for the House Committee On Agriculture in 1948 entitled LONG-RANGE AGRICULTURAL POLICY shows that in 1945 there were about 5.859.000 farms in the U.S.A. About 4.175.000 of them were under 260 acres in size. These composed about 72% of the total number of farms; about 66% of the total farm population; had about 32% of the total farm acreage; but produced only about 20% of the total commercial value of farm products sold.

To reverse this: about 1.684.000 farms over 260 acres in size; composed only about 28% of the total number of farms; had only about 34% of the total farm population; held about 68% of the total farm acreage; and produced about 80% of the total commercial value of all farm products sold.

The 1950 Census of Agriculture shows that the total number of farms in the U.S. has been decreasing since 1920 when the number reached its peak of 6.448.000 farms. The average size of farms has also been steadily going up. In fact, the trend toward larger farms started shortly after the Civil War, last century. Also, the total amount of land in cultivation has been increasing since then. About the time of the war between the States there were 400 million acres under cultivation. In 1950 there were over 1 billion acres being farmed.

Today, almost 25% of the farm land is in holdings of between 260 and 499 acres; almost 19% in holdings between 500 and 1000 acres; and almost 26% in large holdings of more than 1000 acres. In sum, over 68% of the nation's farm land is in farms of more than 260 acres. The big farms and ranches of more than 1000 acres are often referred to as corporate farms although individually owned in many cases.

They are often called "factories in the field." They are not quite that, yet, but their development foreshadows real factories in the field for agriculture is fast becoming an outdoor industry.

In the Study mentioned the Dept. of Agriculture sorts American farms into seven classifications. These are:

1. Large-scale units over 1000 acres
2. Large family farms, between 500 and 1000 acres
3. Medium family farms, between 260 and 500 acres
4. Small family farms, between 100 and 260 acres
5. Part-time farms, between 20 and 100 acres
6. Small holdings, between 10 and 20 acres
7. Nominal units, less than 10 acres

Today, large-scale units and the large and medium family farms compose only 28% of all the farms; have about 34% of the total farm population; hold about 69% of all the farm land; and produce about 80% of the value of farm products. That's the recent picture in regard to sizes of farms and who produces what. This Study was published in 1948 and is now seven years old. The trend toward bigness and concentration in agriculture has continued since then and even speeded up. Later figures will show an intensification of the trend toward bigness and concentration in American agriculture. For, that is the way technology goes.

WHERE IS THE ROSE OF YESTERDAY?

Now, let's look at the farm population. In 1910 there were 32.000.000 people living and working on American farms. At that time the nation's total population was a little over 92 million. Thus, farm people composed about 35% of the whole population. At the end of 1955 our population had passed 166 million; and the total farm population was estimated by the Dept. of Agriculture to be a little less than 25 million. Thus, today the farm population is only around 15% of the whole population.

If we recall that LONG-RANGE AGRICULTURAL POLICY showed that 34% of the farm population produce 80% of the farm products it will be seen just how small the productive farm minority consists of. Actually, less than 10 million farm people produce most of the commercial food distributed in the U.S.A. How is this possible? The answer is found in 20th Century advances in agrobiology and agricultural technology.

In 1820 only about four nonfarm people could be supported by the production of one farm worker, according to Miscellaneous Publication No. 630 of the Dept. of Agriculture. By 1900 one farm worker was able to support eight persons not on farms. But, by 1955 one farm worker was supporting 18 nonfarm persons. The increase in productivity per farm worker since 1820 has been over 400%. This increased productivity was not achieved by increasing the farm population as a percent of the whole population but by decreasing it and using more technology.

ENTER TECHNOLOGY

The Bureau of Agricultural Economics in its OUTLOOK CHARTS, 1954 shows that between 1910 and 1953 farm output (as a percent of the 1935-1939 average of 100) rose from 79 to 144; man-hours of farm work dropped from 107 to 81; and output per farm man-hour rose from 74 to 178.

In 1910 there were almost 25 million horses and mules on American farms. By 1953 there were only about 5.500.000 horses and mules left but there were almost 4.500.000 tractors.

The Edison Electric Institute and the Rural Electrification Administration have revealed that in 1919 less than 2% of American farms were electrified. In 1954 almost 94% had electricity.

Charles N. Shepardson, Federal Reserve Board Governor, in an address before the Fourth National Agricultural Credit Conference, at the Morrison Hotel, Chicago, on December 2, 1955, as reported in the CHICAGO DAILY NEWS, stated:

> Investment in farm machinery alone is now eight times that of 1940. He also said that: Agriculture has become a major industry and all farmers are no longer qualified to engage in it... Because of the technological revolution during the last 15 years capital needed per worker in agriculture now exceeds that in manufacturing.

The U.S. Statistical Abstract for 1955 reveals that the invested value of all farm machinery and motor vehicles on U.S. farms rose from $3.428.000.000 in 1930 to $18.652.000.000 in 1954.

Agricultural OUTLOOK CHARTS, 1954 reveals that the number of tractors on farms between 1941 and 1953 rose from 1.7 million to 4.4 million; motor trucke from 1.1 million to 2.5 million; grain combines from 225 thousand to 940 thousand; mechanical corn pickers from 120 thousand to 635 thousand; and milking machines from 210 thousand to 700 thousand.

Bear in mind that this increase in technology was occurring simultaneously with the decrease in the total number of farms, the increase in average size of all farms, and a decided decrease in the farm population and farm labor force.

A long list of specific farm machines published in the Dept. of Agriculrue's Miscellaneous Publication No. 630 clearly shows the trend. In every machine listed the use of horses as motive power is declining while the use of tractors is increasing. The trend of technology in agriculture is all one way and cannot be reversed. As a modern civilization we can never go back to the human and animal toil and hand tools of our forefathers. The methods of the past just couldn't feed the population of today.

We have abandoned the physical methods of yesterday's agriculture and moved ahead into a higher type of operations. It remains to abandon the rest of yesterday too. The social thinking and country folklore of the past do not fit the needs of today.

CULTURAL LAG

Farming as a way of life actually existed and endured for a long time but that time is now behind us on this Continent. From long before the days of Ancient Rome down to the colonial period in America there was almost no change in farming methods. A Roman slave on a latifundia in the Age of Augustus; or a peasant on a manorial estate in medieval Europe would have had no trouble adapting themselves to the farming methods of colonial America.

The plow used in Ancient Rome was of wood with an iron point. This basic tool of farming went on unchanged for 2000 years. The plow was drawn by human or animal power, mostly the former, as the hame which makes the harnessing of horses possible was not even invented till late in the middle ages.

The American Revolution was an event of the past and the United States an independent nation before the first all-cast iron plow was invented in 1797 by Charles Newbold of New Jersey. The first steel mold-board for a plow was made by John Lane of Chicago in 1833. The first chilled steel plow, as developed by James Oliver of South Bend, Indiana, did not appear until 1869.

During the long static period in agriculture the rural way of life was distinctly different from the urban way of life. For many centuries farm people used essentially the same type of implements and tools. They lived a life isolated from urban centers. The great majority spent their entire existence on or in the neighborhood of their little piece of land, or as a peasant or slave on a master's estate.

The distance between such few towns as there were. The extremely few cities of any size and the bare physical difficulties of travel exiled country people and city people in different physical environments. Each developed its own "way of life within the common culture.

Today there is no distinct rural way of life. The American farmer has about everything the city man has, including electricity, radio, television, juvenile delinquency, crooked politicians, etc. On national holidays country people flock into the cities for an outing. City people also flock into the wide open spaces for the same purpose, bumper to bumper. Many city people have summer cottages and small pieces of land in the country. Many country people have relatives in the city whom they frequently visit.

To be sure, there is some difference between country life and city life but that difference is not great enough to constitute a different way of life. Today farming is a business and a technological enterprise. It reflects the science of agrobiology and the methods of agricultural engineering. Yet, most farm people cling to the myth of a way of life that no longer exists.

In stupidly refusing to move his social thinking out of the dead past into the living present to harmonize with his technological practices the farmer is not unique. the industrial worker and white collar city man equally as stupid. They have the same social delusions. In fact, this abnormal state of mind is widespread and common. It is the major social psychosis of modern civilization. We live and function in a technological culture on the job. Off the job we revert to the dead concepts of the past.

The farmer is as much a part of this contemporary phenomenon as the rest of us. What this psychosis amounts to is a lag in progress between our everyday cultural concepts and social thinking and our everyday technological practices. We operate largely in the present but dream too much of the past.

For centuries Man lived the way he thought and thought the way he lived. He was in tune with his physical and social environment. Now Man lives one way and thinks in another way, or tries to. It is like a Jekyll and Hyde complex. Collectively speaking, we have a split personality, a collective social schizophrenia, a type of social psychosis, characterized by loss of, or failure of contact, harmonization and integration with our present physical environment. We are out of tune with the age in which we live.

However, there are signs now that, even among the farmers, the ancient myths are beginning to lose their hold. The U.S. Senate Agriculture Committee has recently been holding hearings on the farm problem in major farming areas. At Des Moines, Iowa, as reported in the Valparaiso, Ind. VIDETTE-MESSENGER, November 16, 1955, H.E. Slusher, President of the Missouri Farm Bureau Federation stated before the Committee that:

> Recognition should be given to the fact that farming is a business and not just a way of life: that as a business farms have become larger; make mechanization practical; that there is no virtue in making small farm operators any more than in making small business men; that subsistence farmers must be dealt with as a welfare problem and not as a farm problem.

What it all seems to sum up to is that farming is our primary and basic industry suffering from a massive injection of modern technology and a bad hangover of ancient beliefs. However, because of its strategic position in the production of food and other primary products of the soil, the agricultural section of the new society must be handled differently from the industrial section of mass production in the design of Technodemocracy.

AN EXCEPTION TO THE RULE.

There are also other reasons why the agricultural industry must be handled differently from the manufacturing and other raw materials industries. First, agriculture cannot meet the test laid down for a continuous mass production industry, as outlined in PART 5 of this design. In some ways agriculture is a real mass producer and in other ways it is a flop.

When favorable weather conditions prevail American agriculture can produce more than enough food for all the people and enough other material used by the manufacturing industries. However, the weather is a variable factor that directly affects agriculture. There have been fat years and lean years since time long gone. The prevailing weather and its cycles of wet years and dry years are not yet subject to human control.

Of course, many raw materials can be stockpiled in fat years as a carryover for the lean years. Also, some foods can be stockpiled for a while but there is a limit to the time on account of shrinkage and spoilage.

Another reason why agriculture must be handled differently is because it is an important part of the overall problem of conservation of natural resources. Farming deals directly with the most precious resource of all, the soil.

Karl B. Mickey in MAN AND THE SOIL says:

> The soil which sustains life lies in a thin layer of an average depth of seven or eight inches over the face of the land, the earth beneath is as dead and sterile as the moon... That thin film is all that stands between man and extinction.

Until Man is able to massproduce soil and control the weather, if ever, agriculture must be handled as a special industry allied with conservation. When we consider the peculiar, special and basic character of agriculture it seems best to define it as a nonmass-production industry.

The mass production and distribution of most manufactured goods and services is mainly a technical and accounting problem. However, the production and distribution of food and organic raw materials from the soil is a technical and accounting problem plus some other factors. There is the emotional and political content of a particular group psychology; the problem of correct nutrition and public health; and the highly important considerations of conservation.

These factors dictate that agriculture must not come under the jurisdiction of the U.S. Industrial Congreee. Instead, it must be placed under the jurisdiction of the Civil Senate.

AGRICULTURAL & CONSERVATION AUTHORITY

As soon as the Consumer's Commonwealth Corporation is organized it will call a national convention of representatives of all farmer's and farm worker's organizations, farm research groups, farm publications, colleges of agriculture, farm cooperative organizations, conservation groups and students and scientists of agronomy and agrobiology.

The Department of Agriculture and the Department of the Interior will be fully represented at this convention. The Dept. of Agriculture will be charged with organizing and directing the efforts of the convention. The only directive that will be received from the C.C.C., by authority of its mandate from the people, will be somewhat as follows:

> To organize agriculture and the water and conservation problem directly associated with it upon a sound ecological and economic basis for the greatest welfare of the nation as a whole, with due regard for the property and civil rights of the existing farm population.

The overall, or total, continental problem of water control and conservation; as in the present multi-purpose projects; as in the idea of integrated river valley systems; and as in the idea of a continental system of inland waterways for low cost transportation of bulk freight; is a separate problem of its own and will be dealt with in the next Part of this design. This Part deals primarily with farming as an industry but the two problems are related. That's why it's advisable to include both farming and conservation under one department of the Civil Senate in the new society.

With the mandate outlined above as our key policy the way lies clear before us. There need be no forced collectivization or confiscation of farm lands. There need be no slave labor camps. Instead, there will be a scientific integration of much of the nation's best farm land into greatly more productive units; with maintenance of individually owned family farms of productive size; with encouragement of farmer's cooperative marketing societies; with cooperative farming of individually owned small family farms on a voluntary basis; and with use-title ownership of nominal tracts of land for residential, recreational and retirement purposes.

These points line up as follows:

1. Conversion of much of the nation's best farm land into large, integrated and productive agrotechnological-chemurgical units.
2. Maintenance of productive-sized family farms on a use-title basis.
3. Encouragement of farmer's cooperative marketing societies.
4. Voluntary cooperative farming of individually held small farms on an equitable share basis according to contribution.
5. Maintenance of the right of individuals to hold use-title to small pieces of land for part-time or hobby farming, or for recreational, retirement or residential purposes.

PROVISO: However, no private income derived from the private pursuit of agriculture will be allowed to exceed the maximum private incomes allowed to entrepreneurs in other lines under the jurisdiction of the U.S. Civil Senate.

We'll discuss the above points in more detail as we go along.

Technodemocracy does not claim that the above is a perfect agricultural program or that it will solve all farm problems forever. It does think, however, that it is a good start in the right direction. It constitutes a forthright, inclusive and democratic-scientific approach for the transition period and the beginnings of the new society. It is designed to extend and preserve the best agricultural practices of today. No doubt, as we get farther along in the new society there will be alterations, and restrictions or extensions of such a program, which is as it should be.

The convention mentioned earlier will proceed to organize an Agricultural & Conservation Authority as a Department of the Civil Senate, with cabinet status. The ACA will supervise and control the farms and farming of the nation, and the conservation of natural resources. This setting up will involve an integration of the present Departments of Agriculture and Interior into one. As will be seen from the scope of its jurisdiction the ACA will be a giant-sized activity.

It will control the production of food and other raw materials derived from the land. It will establish factual consumer standards for food. It will prescribe conservation methods to be used in farming. It will reclaim waste land. It will supervise lumbering and forestry and restore the nation's forests. It will protect wild life on the land. It will have charge of national parks and establish more national recreational areas. It will have charge of fishing in the nation's lakes, rivers and coastal waters, and beyond not covered by international agreements. In short, it will perform the functions of the present Interior and Agriculture Departments with such additional functions as outlined in this design and what may be added to it by agreement between the Industrial Congress and the Civil Senate.

Let's now take a more detailed look at the six points listed above.

AGROTECHNOLOGICAL UNITS

Point One in our suggested Agricultural-Conservation program is the conversion of much of the nation's best farm land into greatly enlarged and more productive units. We say much because, obviously, all farm land is not suitable to such a conversion. Also, it is not socially desirable to have one monopoly in agriculture any more than it is in the other industries. There must be, especially in agriculture, a considerable degree of diversification and some competition.

Point One means the setting up of giant

agro-techno-chemo units of as large a size as is necessary for the most efficient and controlled production of food and other raw materials from the soil. The size of these units may be as large, or larger, than 500.000 acres, or 25 square miles or more. This cannot be done everywhere but only where the lay of the land permits, and the supply of rainfall or irrigation water is adequate. Some agro units may be considerablt smaller than this.

However, there are many areas where giant units can be established, such as in the cotton, wheat and corn belts, and in the fruit country of California, Florida and Washington. These agro units would be as completely integrated as possible; with the necessary chemurgical plants for the conversion for industrial utilization of the organic raw materials produced on the land of the unit.

At the center of each unit there would be a small modern city where the farm people working the unit would live. Highways and the necessary rail and/or water transportation facilities would tap into the units. There would be work roads leading from the center city to the various fields of the unit. Fields would be as large as required for the use of the most productive agricultural machinery.

Farm people working the units would constitute a group of skilled workers with life-time careers in their chosen occupation. Each and every one would be organized into the Agricultural Worker's Industrial Union, with the necessary craft subdivisions. All wages and salaries on all Agro units, within the ceiling and floor set by the Civil Senate and Industrial Congress, would be determined by collective bargaining with the ACA. Working conditions would also be subject to such determination.

Other rights, duties, powers and responsibilities of the Agricultural Worker's Union which will be shared in common with the rest of Organized Labor, will be outlined in the Part of this design dealing with the subject of labor.

However, the Agricultural Worker's Union would have the inalienable right to strike, subject only to first taking their grievance through the system of Industrial Courts, which will be outlined in the Part dealing with labor. The Industrial Courts would not have the power to prohibit strikes.

A democratically controlled labor union with the right to strike is a social institution of great value in a Democratic Scientific Social Society. Democratic unionism is anti-fascist by nature. A strong, institutionalized labor movement in the new society will be a positive guarantee against the concentration of political or economic power into the hands of individuals, groups, or the government.

Organized Labor with standing, recognition and a positive function in industry will also act as an active force against the dry rot of bureaucracy which seems to infect all large human organizations. There are many reasons why the farm and industrial labor force should be 100% organized and have positive functions in the new society. In the case of the farm worker's union it will function as a check and balance against the top management of the ACA, and help to keep them on the beam.

EMINENT DOMAIN

The power of eminent domain goes back a long way in human social history. Webster defines it as: "That superior dominion of the sovereign power over property within the state which authorizes it to appropriate all or any part thereof to a necessary public use, reasonable compensation being made." It is in the United States that that the power of eminent domain has received its most explicit development. The Fifth Amendment to the Constitution forbids the seizure of private property without "due process of law," or its taking "for public use without just compensation."

Within these limitations the Transition Government, by virtue of its mandate from the people who are the sovereign power, will have the right to requisition lands necessary for agro units. The present private owners of these lands who will have to sell out to the ACA can be compensated in more than one way.

First, they can sell out to the ACA for a "just" price. Or, they can be offered equally as good land elsewhere, with all expenses of moving paid by the ACA. Such other good land not suitable for agro units would be obtained by the ACA from the requisition of large estates not being properly tilled for the production of food. New land can also be obtained by reclaiming land now lying in the public domain.

Farmers who sell out to the ACA for the purpose of establishing agro units would get first choice at life-time careers in such units, if they so desired. They would be well qualified for this occupation. Their life would be much easier and enjoyable in an agro unit than it now is battling the vagaries and uncertainties of the weather and the market. However, for those who would rather "work for themselves" every reasonable assistance would be given. The setting up of agro units would be conducted on a democratic and voluntary basis insofar as possible.

The only exception to this voluntary basis would be that farmers would be subject to the sovereign power of eminent domain, as indeed all citizens would be and are today. There is no gainsaying the fact that the people who alone possess this sovereign power also have the right to delegate it and exercise it through their constitutional government to do what ever is necessary for the General Welfare of ALL. Farmers who may not be satisfied with the price offered for their land by the ACA will have the right to appeal to the U.S. Court of Claims for more favorable action.

LARGE FAMILY FARMS

Owners of productive sized family farms whose land is not needed for agro units would retain use-title to their land, with the right to sell out to the ACA (but only to the ACA) or to buyers approved by the ACA. This is to prevent speculation and to establish the validity of use-titles. Use-titles would constitute documentary evidence of ownership the same as present deeds subject to the holder using the land for the purposes outlined in the title in conformance with the conservation rules specified by the ACA. Inheritance of family farms would be allowed only on a use-title basis. The heir would be subject to all the provisions of the title. The holder of a use-title must actually work the land himself and be qualified to do so. In cases where the holder of an agricultural use-title dies leaving no heirs the land must be sold to the ACA, or reverted to that agency, which could then sell it to someone qualified to operate it, or convert it to other uses.

Farmers remaining in private family farming would be guaranteed equal access to the market as that enjoyed by agro units. There would be no price or other discrimination of any kind allowed in favor of agro units or against operators of family farms. Private owners of family farms would be encouraged to produce as efficiently as possible

The Department of Agriculture classifies those farms of between 500 and 999 acres as large family farms. The number of farms of this size has been steadily increasing since 1920. LONG-RANGE AGRICULTURAL POLICY states that in 1945 there were about 409.000 large family farms in the U.S.A. They composed 7% of the number of farms; had 8.5% of the total farm population; 18.5% of the total farm acreage; and produced 25.1% of the total value of farm products sold in that year. Obviously, the nation's large family farms are commercially and functionally productive farms.

Consequently, it would be an anti-social act and would defeat the purposes of the transition at the outset if any attempt were to be madeto expropriate or collectivize large family farms. The economic problem on this continent is not production goals but integration and controlled operations in the General Welfare. You can't achieve integration by a policy of disintegration; and you can't achieve controlled operations by force. They come about only by democratic-scientific planning and policy.

The present owners and operators of the nation's large family farms are well qualified, on the record, to continue operating these farms during the Transition

Period and in the beginnings of the new society, subject to only two provisions. They will be required to observe all the conservation rules of the ACA; and some of these farms will be subject to being requisitioned for conversion into agro units. Except for this the nation's large family farms may continue operations as usual. Their social function is to produce food and organic raw materials. The greatest service they can perform for society is to just do exactly that

It is doubtful that the large family farms will get any bigger. The national ceiling on private incomes derived from private enterprise which will prevail during the Transition Period and in the new society will discourage growth beyond the point where incomes are scraping the ceiling.

MEDIUM FAMILY FARMS

The Department of Agriculture classifies those farms of between 260 and 499 acres as medium family farms. The number of medium family farms declined rapidly between 1920 and 1930, then rose again. LONG-RANGE AGRICULTURAL POLICY states there were 1.173.000 medium family farms in the U.S. in 1945. They composed 20% of all the farms; had 21.3% of the total farm population; 24.1% of the total farm acreage; and produced 30.5% of the value of farm products sold. These, obviously, are also productive farms. The present operators of medium family farms are well qualified to continue operating them subject to the same provisions applying to large family farms.

It is likely that the trend toward more medium family farms will speed up during the Transition Period. This might occur through consolidation and purchase of relinquished farms from the ACA as a means of raising the incomes of medium family farm operators.

SMALL FAMILY FARMS

The Department of Agriculture classifies those farms of between 100 and 259 acres as small family farms. In 1920 there were almost 2 million small family farms in the U.S. By 1950 their number had decreased to about 1.600.000. This large decline in small family farms may account for the increase in number of large family farms and corporate units. The big fish gobble the little fish.

LONG-RANGE AGRICULTURAL POLICY states that in 1945 there were about 1.662.000 small family farms. They composed 28.4% of the total number of farms; had 28.5% of the total farm population; 18.1% of the total farm acreage; but produced only about 15.4% of the total value of farm products sold. Obviously, these farms are not very productive either for the nation or for those who operate them.

The evidence for this lies in the great decline in number of small family farms. Technology has been reducing their number at a steady clip. As long as technology continues to increase in agriculture a continuing decline in the number of small family farms is in prospect. Since there will be an intensification of technology in agriculture during the Transition Period the outlook is not brilliant for the small family farmer.

Also, many small farms will, no doubt, be requisitioned for agro units. Others may be sold out to the ACA which agency could then resell them to medium sized farm owners who want to become bigger.

However, the voluntary application of Point 4 in the six-point program previously outlined may be of considerable assistance to small farmers in preventing their liquidation. That is, cooperative farming of individually owned farms.

On one point the small family farmer need not worry. There will be no forced collectivization or confiscation of his land. Democratic-scientific procedures will have to be followed in solving the problem of the small family farm.

SMALL HOLDINGS

The Department of Agriculture classifies small holdings as units of less than 100 acres in size. This class is further subdivided into three groups: part-time farms of 20 to 99 acres; small holdings of between 10 and 19 acres; and nominal units of less than 10 acres. Since 1920 the number of farms in these three groups has declined greatly, the decrease amounting to about three quarters of a million units.

However, this decline applies only to the part-time farms and small holdings. The number of nominal units of less than 10 acres increased from about 289.000 in 1920 to 600.000 in 1945. These little country places are used for recreational, retirement and residential purposes and do not pretend to even a part-time status. Thus, while there was a decline of three quarters of a million in part-time farms between 1920 and 1950 there was an increase of almost a quarter of a million in nominal units. This indicates that the part-time farm as a commercial venture is a flop but that the nominal unit is becoming increasingly popular for city people who can afford them..

LONG-RANGE AGRICULTURAL POLICY states there were about 2.513.000 small holdings of the three types listed in 1945. They composed about 43% of the total number of farms; had 38% of the total farm population; 14% of the total farm acreage; but produced only 4.6% of the total value of farm products sold. Here is proof that these small holdings cannot be classed as commercially or functionally productive enterprises.

However, small holdings may be socially desirable for other reasons. First, they serve as an outlet for the love and yearning for land which is held by many people. Also, some of these small holdings may be, as some of them are today, amateur laboratories for new and better products from the soil. The record of inventions shows that many of the new and better ways of doing things, new tools, new ideas, etc., have come from isolated individuals and small organizations.

Large corporations tend to become muscle bound in the brain department, rigid and bureaucratic. In most cases large corporations got large in the first place by picking the brains of "little people,"and by financial manipulation. This is not to deny the superior efficiency of large technological units when scientifically organized and properly decentralized. Our subject at this point is not that bigness in itself is either a vice or a virtue. It is the social desirability of having some small farms for the reasons given. It is likely that the number of part-time and small holdings will greatly decrease during the Transition Periodbecause no citizen will be forced to supplement his income by extra employment or to eke out a subsistence existence on such places.

There will be jobs for all in the various Industrial Authorities. Also, a great many of the present part-tire farmers will be qualified to get and hold full time, career jobs in agro units. However for those who wish to engage in such part-time farming purely for the love of it there seems to be no social reason against it.

NOMINAL UNITS

The nominal units of less than 10 acres for residential, retirement and recreational purposes will, of course, be perfectly valid and socially desirable in the new society. They would be owned, as all farms would be, on a use-title basis. No individual in the new society could own land or anything else except his personal property. This would consist of his clothing, furniture, car, jewelry, books, heirlooms, etc.

As previously stated, everything on the land, in the waters, and beneath the ground will be the private property of the people as a whole. They can, of course, delegate ownership of any part of it to anyone on a use-title basis. This means that the individual or organization holding a use-title to anything could own it only as long as it was used for the socially desirable purposes stated in the use-title. But, no individual or organization could be deprive of its use-title without due process of law.

It is highly likely that the use-title ownership of small units of land will become popular and widespread in the new society. Many people will love to have a small place in the country where they can "get away from it all." They could have flower gardens, vegetable gardens, fruit trees, carry on experiments in agrobiology, fowl and stock raising, etc.

Or, nominal units could be used as places in which to loaf and "let the world go by." Thus may come about the Biblical injunction foretold by the Prophet Micah:

> They shall sit every man under his
> vine and under his fig tree; and
> none shall make them afraid.

Or at least, this prospect could then be realized by those who care to go in for that sort of a thing.

It seems to Technodemocracy that this would be socially, highly desirable. All this activity would be carried on under the jurisdiction of the ACA and could be further amplified and improved as time goes on.

CORPORATE FARMS

The Department of Agriculture classifies those farms of more than 1000 acres as large-scale units. For the sake of convenience we will call these large units corporate farms although many of them are not owned by corporations but by families and individuals.

The Census of Agriculture of 1950 shows there were 121.000 large-scale units in the U.S.A. at that time. Their number has almost doubled since 1920 when there were 67.000 such units. LONG-RANGE AGRI* CULTURAL POLICY states there were 102.000 large-scale farms in the U.S. in 1945. They composed only 1.7% of the total number of farms; had only 3.7% of the total farm population; 25.8% of the total farm acreage; and produced 24.2% of the total value of farm products sold.

From this we see that less than 2% of the nation's farms holding less than 26% of the nation's farm acreage, worked by less than 4% of the nation's farm population produced almost one quarter of the nation's farm products, by value. Of course an estimation of production by value is not the same as an estimation of production by kind. Many of these large-scale units may have produced nothing but wheat and others little else but cattle.

Nevertheless, what can be done by one large-scale unit in one type of farming area can be done by another in a different kind of farming area. So, we must conclude that large-scale units are the nation's most productive and functionally efficient agricultural enterprises.

In many cases these large farms might serve as the nucleus for giant agro-technological centers of 500.000 or more acres each. In cases where they are not suitable for this purpose it is likely they will be voluntarily broken up to form large and medium family farms. This breaking up will be induced by the national ceiling on private incomes derived from private enterprise. Humanly, the present owners of such large-scale units would not care about piling up excess income above the ceiling just to have it siphoned away by high graduated income taxes.

In any case, the owners of the present large-scale units would be handled the same way as owners of small farms. Their present titles to ownership would be converted to use-titles; and the national laws of inheritanceship would also apply. Large-scale owners could sell out to the ACA which agency would then resell the land in smaller blocks to families; award parts of it in trade for requisitioned farms; incorporate it in agro units; or convert it into nominal units of less than 10 acres each, whichever the circumstances dictate as being best for the General Welfare. Appeals from the price offered by the ACA could be taken to the U.S. Court of Claims the same as with smaller farms.

FARM INCOMES

Having looked at the types of farms and who produces the nation's food and organic raw materials let's now look at what the present farm population gets out of it. How about farm incomes? Would farmers as a group benefit economically from the agricultural program in the design of Technodemocracy? Before we can answer that question we must first know what the farmer is getting out of it today.

Many city people imagine that the average farmer lives the life of Reilly. Just so, many farmers imagine that the average "city feller" is on a perpetual gravy train. What are the facts?

The truth is that a small minority of the fortunate have much too much. Another larger minority have a sufficiency. But, the majority of the American people, city man and farmer alike, do not have enough income to maintain a decent level of life. But let us allow the facts to speak for themselves.

The First National City Bank of N.Y. MONTHLY LETTER for December, 1955 states that the peak of U.S. farm income was reached in 1947 at $17.2 billion. Data at the time of this writing indicate that total farm income for 1955 will reach only $10.6 billion, a decline of about 38% in the last seven years. Now, even $10.6 billion is a lot of money but let's see just how equitably it is distributed.

The Bureau of The Census report on consumer incomes for 1952, Series P-60, No. 9, as quoted by FACTS FOR FARMERS, November, 1952, reveals that less than 17% of farm owners get an adequate cash income. This jibes well with the previous data quoted on the share each type of farm produces of the total value of farm products. The corporate and large family farms are doing well. The rest of the farmers live precariously about two weeks ahead of the Sheriff.

The Census report reveals that 83.5% of all farm families have cash incomes of less than $4.000 a year; while in the city 57% of all families have incomes that low. Since a cash income of at least $4166 is needed by a family of four to maintain a minimum standard of decency, according to the budget put out by the Bureau of Labor Statistics in 1951, it can be seen that well over 5/6ths of all American farm families are now living at a low standard.

Nor is this harsh condition mitigated any by the myth of incomes in kind, that is, food, etc., produced and consumed on the farm. FACTS FOR FARMERS states in its November, 1952 issue that:

> The value of what farm families produce for their own consumption has long been overemphasized, not only by romantic writers in the city but also by sober statisticians. Actually it is so insignificant as compared with total income, that the Census has now dropped it completely...consumption in kind amounts to only about 6% of the gross value of farm production.

The Census report also reveals that over 16% of all farm families have incomes of less than $500 a year; about 12% have incomes above $500 but below $1000 a year; about 22% have incomes above $1000 but below $2000 a year; about 19% hit the range between $2000 and $3000 a year; and 13.8% enjoy incomes between $3000 and $4000 a year. The total is 83.5% below $4000 a year and 16.5% above that.

From this it is evident that at least 83.5% of all American farm families stand to benefit greatly by becoming life-time career employees in giant agro units. Of course, many small farmers will promote themselves into larger scale operations, during the transition, through the sale and resale activities of the ACA. There will still remain an adequate skilled farm labor force to man the agro units. That is the point with which we are concerned here. Are such giant units practical and will American families be willing to go for them. The facts of American agriculture today seem to indicate that the answer is an emphatic yes.

COOPERATION

There remain Points 3 and 4 in the 5 Point Program outlined previously to clarify. These are: Encouragement of farmer's cooperative marketing societies; and voluntary cooperative farming of individually held small farms on an equitable share basis according to contribution.

This design is not the place wherein to expound the virtues and/or faults of the cooperative movement. If the reader is interested in becoming better acquainted with this movement it is advised that he read and study the cooperative literature A good book to start on is COOPERATIVE DEMOCRACY by James Peter Warbasse.

Cooperation arose in the beginning as an economic countermove against the unrestrained rapacity of early capitalism. Not that capitalism is much less rapacious today. The point is that the origins of cooperation indicate that it is essentially a consumer's economic movement within the framework of the Money-Profit System to mitigate some of its abuses for some of its people, i.e., the members of the movement. Cooperation seeks to improve the economic conditions of its members. In doing this it has been successful to the extent that it has spread.

In some foreign countries cooperative societies are very large and strong. However, in the U.S. the cooperative movement has not developed to such an extent, comparitively. Many large American corporations are much larger than the entire cooperative movement in foreign lands. Nevertheless the cooperative movement here has demonstrated its ability to ameliorate some bad economic conditions.

There is another phase of the cooperative movement, however, which is extremely important to this thesis. That is, the movement of cooperation is in its nature democratic. The movement arises out of the people by democratic means and is democratically controlled. That fact, combined with the ability of cooperation to improve the economic conditions of its members are strong points. Thus, a type of cooperation suited to the times and the social conditions may be of valuable service to private farmers during the Transition Period and in the new society.

There is no social reason that we know of why private farmers should not be encouraged to join and operate farmer's cooperative marketing societies during the Transition. This would help the small and mediun sized family farmer to increase his cash income.

Just how far the cooperative movement will develop in a Democratic-Scientific Social System Technodemocracy, not being prophetic, is unprepared to say. As far as the cooperative movement among farmers offering competition to the ACA is conserned we fail to see any menace. It is thought that such competition might be more socially desirable than otherwise.

It must be remembered that the design of Technodemocracy provides for two competing production units in each Industrial Authority. Perhaps a virile farmer's cooperative movement can assume the status of a competitive institution to the ACA. Genuine competition for the consumer's dollar cannot but be beneficial for the consumer.

Obviously, there cannot be two competitive operating-producing units within the ACA, as would be practical and desirable in Industrial Authorities. There are not two best ways to conserve the nation's resources; or two best ways to operate agro units and supervise private farming. This is because of the basic and organic character of this segment of the economy. Consequently, the design of Technodemocracy calls for only one Authority in agriculture and conservation. Single Authorities will be found desirable in other parts of the economy also, as will be seen later on in this design. For instance, there are not two best ways to run an educational system; or two best ways to maintain the public health.

In view of the above it is thought that a cooperative movement among private farmers during the Transition Period will be socially desirable. At the very least, such a cooperative movement will act as a check and balance against the ACA and help to maintain it on the beam. This in itself would be a valuable function.

COOPERATIVE FARMING

Besides its use in marketing the principle of cooperation can also be used by small farmers during the Transition Period in another way. That is to pool their land and equipment and operate the whole as one unit. Let's pursue this idea a little farther.

The cash incomes of small private farmers during the Transition Period will depend on how much each can produce plus what he can get on the market for his product. The private farmer will be, essentially, a private entrepreneur assuming the risks of private enterprise. He will be dependant on private profit for his income. Any method he can use to raise his income will be legitimate providing it is within the law of the land. The national ceiling on private incomes will prevent it from going any higher than the highest incomes derived from industrial occupations. Consequently, the cooperative idea can be considered for its social utility in this respect also.

James Peter Warbasse in his great work entitled COOPERATIVE DEMOCRACY states:

> If the farmers apply the co-operative principle up to this point, and if they desire to be agriculturists and not real estate speculators, the pooling of their land is a natural sequence to the pooling of their labor and their produce... Theoretically, many little farms may be converted into one farm with many shareholders.

Mr Warbasse mentions the pooling of farmer's labor and produce. Both practices are quite common today among farmers. Pooling of land is the next step, especially for the small farmers. Whether or not they will ever take that step under the Money-Profit System is a question. However, there is no law against this type of cooperation. It is theoretically possible.

Pooled farm operations could be used in conjunction with farm marketing societies to raise the cash income of small farmers during the Transition Period. However, it is likely that in the future the number of small farms will continue to decrease, because of the superior efficiency of large-scale units.

However, there may always remain a substantial residue of small farm operators deriving their incomes from private agricultural efforts, as far as can be forseen. Technodemocracy fails to see any social danger or menace in such a condition. True, the small farmers may not contribute any significant percentage of the nation's food, as they are not doing today. Nevertheless, the door must be kept open to private enterprise, in some modified form, for as far as we can see in the future. With democratic-scientific principles at the base of the new society we can rest assured that the agricultural industry will be directed and managed in the service of the General Welfare .We may not know where every rock is but we do know where the deep water lies.

THE DEPT. OF AGRICULTURE & CONSERVATION

The agricultural program outlined in the social design of Technodemocracy is neither nationalization of the agricultural industry, forced collectivization, the cooperative movement, nor the continuance of the anarchy of present-day Money-Profit System, selfish private enterprise. Technodemocracy's program seeks to be a balanced, practicable approach for the Transition Period and the first years of the new society.

The proposals here outlined arise entirely out of American conditions existing now. It is but a projection and expansion of those conditions, and the best practices associated therewith. After the Transition Period the establishment of such a balanced setup will permit further development in any direction which experience shows to be the most socially efficient, necessary and desirable.

The ACA, under whose control and supervision the agricultural program will be carried out during the Transition Period, will be a Federal Corporation chartered by the Consumer's Commonwealth Corporation. The ACA will also be a Department in the Executive Branch of the Civil Government, with a seat in the President's Cabinet.

As a public corporation the ACA will be assigned certain specific functions, within constitutional limitations, by the Civil Senate. The Senate will delegate the necessary administrative and licensing powers to the ACA, with ahich to carry out its functions.

Thus, the ACA will be a responsible branch of the Civil Government. The present Dept. of Agriculture "has long been admirably administered by first-rate personnel with high morale," says THE AMERICAN FEDERAL GOVERNMENT, by Ferguson & Mc Henry. It is not too much to expect that the ACA will be equally as well, if not more admirably, administered during the Transition Period. The ACA will be responsive to changing needs and developments in agriculture. Besides that, it will also have to make yearly reports to the Bureau of The Budget, the General Accounting Office, the Civil

Senate and the President. Reports of general interest will be made available to the public, as they are today.

The Selection-Election System will prevail throughout the ACA the same as in the Industrial Authorities under the Industrial Congress. See Part 5 for an outline of the S.E.S. There will be one exection, however, in the S.E.S. in this case. Since the ACA will be an executive branch of the Civil Government its top administrator will be appointed by the President. The same will hold true of other Authorities that may come under the Executive Department.

It is likely that the great agro units of the ACA will rapidly become the major producers of the nation's food and organic raw materials from the soil. They will be scientifically organized and administered along democratic-scientific lines for three main purposes.

1. To provide the public with the highest quality food, nutritionally, at the lowest possible cost.
2. To furnish a good and secure livelihood to all those engaged in carrying on its operations.
3. To be operated in such a way as to achieve and maintain a balanced ecology of vegetable, animal and human life on the land.

The agro units will be staffed with the nation's best agronomists, agrobiologists, agricultural engineers, and skilled farm labor force. The ACA will operate a number of agricultural research laboratories in various centers. The ACA will show the way and emancipate farming from its age-old yoke of an isolated "way of life" to an advanced, dynamic industrial enterprise based on the soil.

However, large and medium sized family farms will still constitute an important part of the agricultural industry. Just how family farming will develop in the future, as America goes through the Transition Period into the new society, remains to be seen. It is impossible to chart the future with iron bound provisions. The best that can be done is to analyse present best practices and project them in expanded form along democratic-scientific lines.

Technodemocracy's design for agriculture is intended to be scientific, democratic and flexible. This is the first draft of the design and is subject to change and improvement as more knowledge is gathered.

Once a few agro units are established it will quickly be seen that they are good for the General Welfare of ALL. In the course of time, in harmony with a comprehensive, continental water control and conservation program the nation's soil will be restored to its virginal fertility. With continental controls and long range scientific planning a sound and lasting foundation will be placed under America's No. 1 industry, agriculture.

Then we will have succeeded in realizing the truth envisioned by Woodrow Wilson, 27th President of the U.S , as he stated it in his First Annual Address on December 2, 1913.

> Our thoughts may ordinarily be concentrated upon the cities and the hives of industry... but it is from the quiet interspaces of the open valleys and the free hillsides that we draw the sources of life and prosperity, from the farm and the ranch, from the forest and the mine. Without these every street would be silent every office deserted, every factory fallen into disrepair.

The same thing goes for the social system as a whole. "The base of the social pyramid rests today where it has always rested, upon the land." In the cooperative, Democratic-Scientific Social System of tomorrow that is destined to replace the cutthroat Money-Profit System of today the accent will be placed upon harmonizing the demands of earth with the needs and wants of Man.

Part 7 of this design will deal with the conservation of natural resources

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NEW ANALYST

TECHNODEMOCRACY INC.
Social Engineering for Social Progress
2623 LAWRENCE AVENUE
CHICAGO 25, ILLINOIS

Vol. 5, No. 3
Whole No. 41
June, 1956

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PART SEVEN

Conservation Of Natural Resources

> "The two billion acres of land within the United States; the rain and snow that falls on this land; the rivers, waterfalls, and lakes; the coal, oil, gold and silver, and other mineral deposits that lie on and beneath the land; the people that live here and their multitude of talents, skills and activities form our natural resources. The wealth of the nation is measured in the way we conserve, use and develop those resources."
>
> - National Resources Committee, in NATIONAL RESOURCES PLANNING FACTS, U.S. Government Printing Office, 1939.

(Turn To Page 3)

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NOTE: Whole Numbers 34 - 35 - 36 - 37 - 39 -40 & 41 contain the first seven parts of the first draft of the Technodemocratic design for a Democratic-Scientific Social System, complete with a Transition Plan, or means of getting from here to there. As additional parts of the design are completed they will be added to the above whole numbers of the NEW ANALYST in sequential order.

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Address: Technodemocracy - 2623 Lawrence Avenue, Chicago 25, Illinois

Printed In The U.S.A.

ROCK BOTTOM

In Part Six of Technodemocracy's proposed design for a Democratic-Scientific Social System, complete with a Transition Plan or means of getting from here to there, the basic character of agriculture was pointed out. Tilling the soil comes first as a producing industry because it is the source of the food that keeps us alive. Farming also produces many organic raw materials necessary to modern industry. However, there is something more fundamental to a technological civilization than farming. That something is natural resources.

Without soil and water and the organic elements in them farming would be impossible. Without metallic and nonmetallic minerals and other organic raw materials modern industry would be impossible. Thus, modern agriculaure, i.e., mass production farming, rests upon a twin base of natural resources plus an industrial technology which itself rests upon a base of natural resources. So we see that natural resources are like unto the man behind the man behind the gun. If he isn't there the whole operation stops.

There is a limited supply of natural resources on this earth. When that supply is exhausted there isn't any more to be had this side of the other planets of our solar system. Of course, substitutes have been, and are being, devised for certain scarce resources but in many cases, or most, these substitutes themselves are dependent upon a natural resource base that is limited.

INEXHAUSTIBLE OPTIMISM

There are some money-profit celebrities who loudly proclaim that there is no end to the supply of natural resources. This fallacy was the theme of an article in THE ATLANTIC MONTHLY in 1952 by Eugene Holman, Chairman of the Board of Standard Oil of New Jersey. He titled his article "Our Inexhaustible Resources."

Mr Holman painted a rosy picture of science finding ever more new resources faster than the Money-Profit System can waste them. He said that science would find new ways of using old resources, new power sources, new knowledge, new technologies, new plastics, etc., etc. He said that we shouldn't worry about resources since the more we use the more we will find and have.

Let us concede that science can and will find new uses for old materials, and will learn how to use new minerals such as titanium which hitherto could not be used. Let us concede that science and technology will continue to advance. Let us concede that the airborne magnetometer can finda lot more oil than the man on foot. Let us concede that there is a lot of taconite available to replace our disappearing bodies of rich iron ore and that taconite can now be profitably mined and worked into metal. In fact, let us concede all of Mr Holman's points for were it not so the future would be bleak indeed.

However, we must point out how superficial all these wonders are. Without a base in physical realities and social usefulness they mean nothing except the opportunity for more and better waste by the Money-Profit System. Mr Holman's thesis is more important for what he didn't say than for the prophecies he parades. He left out three fundamental factors. These are:

1. Modern war
2. Growing world population
3. Business waste called "progressive obsolescence"

The opposite of the three aorld factors is:

1. The elimination of war
2. Limitation of world population
3. Stoppage of business waste by organizing production and distribution for service instaed of profit.

It's no wonder Mr Holman didn't mention these factors for even though their consideration would be good for people it would be bad for business as it is carried on today.

THE KING CAN DO NO WRONG

Modern war destroys resources on a scale fit to tickle the coldest heart of the most astute private enterpriser. What war destroys is gone for good and can never be reclaimed. The metal that is blown in bits to the four winds by high explosive shells is lost. The metal that is torpedo-sunk to the bottom of the sea is lost. The ordnance, transportation equipment and accessories dumped into the muskeg of the Alcan Highway, shoved off into the sea, or left to rust in huge stockpiles in the jungles of the South Seas is lost. Most of it never finds its way back to the blast furnaces and secondary smelting plants to be reclaimed.

As for the growing "menace" of growing world population let's look at the figures. The latest world population estimate of the U.N. is 2.600.000.000 of which about 1.500.000.000 live in Asia. Now the point is this. If the good old U.S.A. with less than 7% of the world's population can waste resources on the scale the record shows we have achieved how long do you suppose the rest of the world's resources are going to last when, as and if the other 93% of humanity reaches our stage of technology.

The third point Mr Holman forgot to mention was "progressive obsolescence." That is the private enterprise euphemism for well planned waste. It consists of changing styles, yearly models, and other ways to get the consumer to want what he doesn't need. Progressive obsolescence displaces physical needs with artificial wants. It induces the consumer to turn in his "old" model for "this year's model" so that we can waste ever more resources so that good old private enterprise can rest happily on a high plateau of prosperity in these declining years of their system.

It is positively antisocial to spread anti-conservation propaganda of any sort. There definitely is a limit to natural resources. Science is not some sort of business magic as some business men seem to think. It is a body of socially acquired knowledge that belongs to everybody and is to be used in the service of mankind as a whole.

AIN'T SCIENCE WONDERFUL?

The Standard Oil Company seems to be bountifully supplied with blind optimists in high executive positions. Robert E. Wilson, Chairman of Standard Oil of Indiana recently made a speech at a dinner meeting in Chicago which was reported by the CHICAGO SUN TIMES, April 2, 1956. It is an excellent example of antisocial, anticonservation propaganda. Mr Wilson predicted that eventually they would discover how to make gasoline from air and water. Said Mr Wilson:

> Eventually demand for crude oil for present liquid fuels may exceed the supply... Perhaps the ultimate way of getting gasoline will be to start with a solar or atomic plant. That power could be used to electrolize water into hydrogen and oxygen. The hydrogen could be used to reduce carbon dioxide from the air to carbon monoxide, and the hydrogen and carbon monoxide could then be combined to make gasoline.

Now, isn't that wonderful? Perhaps Herbert Hoover's prophecy of two cars in every parking place will come true at last. All God's Children will then have automobiles. Every year Detroit will see to it that it's a social disgrace to be seen with a last year's model. The upper bracket boys will vie with each other to snap up the latest shining product. The lower bracket boys will haunt the used car lots searching for a model that looks as nearly like the latest thing as can be found.

"Progressive obsolescence" will sit on the throne. The blanket of air around the earth (which is also a limited natural resource) will reek with tetraethyl fumes. The clouds of blue smoke from oil burning clunkers crawling along bumper to bumper will rise to high heaven. The 1.149.414 Americans killed in highway accidents between 1900 and 1955 (U.S. News 2/3/56) will be joined by additional millions yet unborn when this scheme gets going on a world-wide scale.

Behind this utopian projection of private enterprise will sit Standard Oil with an inexhaustible supply of optimistic Chairmen radiating happy prognostications in all directions.

Yes, indeed, the wonders of science are great but not so great as the social illiteracy of business leaders who are too dumb to read the handwriting on the wall. Humanity lives in a finite universe on a finite planet with a finite supply of natural resources. No amount ob business first propaganda can alter that fact. Thus, we get back to our original starting point, i.e., the supply of natural resources we now have on hand.

GOD DID BLESS AMERICA

One may think of our supply of resources as a gigantic warehouse, that was when Man found it crammed to the rafters with materials of all sorts fit for human use. When the white man first came to North America they found a warehouse of natural resources adequate for constructing a heaven on earth.

Chief among the supplies were nine inches of top soil spread over more than a billion acres of good crop and grazing land that had been deposited over the centuries by the slow processes of wind, water and bacterial action. There was a rich profusion of flora and fauna, with many plants and animals unknown in the old world.

There was a marvelous, unique and natural system of clean-running rivers reaching from the Caribbean to the Arctic and from ocean to ocean, with only a few easily bridged gaps here and there. There were uncounted thousands of fresh water lakes from the smallest spring-fed ponds to the mighty system of interconnected, inland, fresh water seas known as the Great Lakes.

There were far-reaching forests of softwood, hardwood and evergreen, from the slender lodge pole pine to the towering and eternal redwood. There was a rich profusion of wildlife, bird, animal and fish. There was a vast supply of easily mined minerals. There was a temperate climate suited to the optimum activity of Man. Camped around about this North American warehouse of resources were only a handful of stone age people pecking away at the supply a grain at a time.

It can be truly said that God did bless America. But what the Money-Profit System has done to it is not a pretty story. It is not our function here to write another condemnation of the socially criminal wastage of natural resources characteristic of our national history. Rather, it is our function to tell the story of what can be done with the supply of resources we still have on hand, as a contribution to the construction of a Democratic-Scientific Social System.

WHAT IS CONSERVATION?

Natural resources are not an industry. They are not man made at all though they can be both man wasted and man conserved. Natural resources are simply a geological fact, or condition. They are the store of usable materials, vegetable, animal and mineral, evolved and accumulated on and in the earth by ages-long geological processes. In themselves, natural resources are not wealth but they are the source of all of Man's wealth, once they are converted into usable things. This conversion requires knowledge (science) and technique or know-how (technology).

There was a great deal more of natural resources in North America when the continent was inhabited only by a few million red men than there is today. But the Indians were poor in physical wealth because they lacked the knowledge with which to convert the resources around them into goods and services for human use. Consequently they could exist only in limited numbers in a perpetual hand to mouth state.

Today, after over three hundred years of the white man's Money-Profit System there is a great deal less of natural resources than were available to the red man. But, science and technology has converted what the money-profit ethic hasn't wasted into a mighty industrial civilization. That civilization, in its entirety, is directly dependent upon an adequate supply of natural resources.

Thus we come to the point that lies at the base of modern civilization, i.e., the conservation of natural resources. Unless we conserve what resources are yet left not only is a new and better social system a physical impossibility but it is certain that our present society must decline and decay back into a preindustrial handicraft-agrarian economy with a concomitant and massive reduction of the population.

With this point agreed upon it remains to define what we mean by the conservation of natural resources. For such a definition we can do no better than to quote an explanation that appeared in TECHNOLOGY ON THE FARM, Chapter 27, published by the

Department of Agriculture in 1940.

> Conservation means husbanding or storing some natural or living resource in order to use it immediately or in the future. It implies long-time maintenance of human life and the highest possible living standards. It is saving and using. It seeks to fulfill the wants and needs of each generation in relation to the wants and needs of coming generations.

MONEY-PROFIT CONSERVATION

This design is not the place in which to go in for a complete and detailed presentation of the whole problem of conservation. That would require many volumes. The purpose of Technodemocracy's social design is to project the overall outline of a practicable new social order organized for and dedicated to the General Welfare of ALL. In such a design the problem of conservation occupies an important place.

It is rather with the disposition of that problem that we are concerned than with its analysis and solution. That is to say, we are concerned more with how the problem will have to be handled during the Transition Period and in the succeeding Democratic-Scientific Society than we are with laying down any rigid blueprints for conservation.

The problem of conservation is being handled now, about as well as is possible under a Money-Profit System, by the engineers, scientists and technicians in that field. The Interior Department, the Department of Agriculture, the U.S. Corps of Engineers, the nation's many agricultural colleges and laboratories, plus a number of voluntary, public conservation organizations are working in that field with devotion and dedication.

It is not our business to tell them their business. A mountain of factual material has been published dealing with conservation and much of it is listed in the Technodemocracy Bibliography. Therefore we will concern ourselves with a general outline of the problem and a presentation of the democratic-scientific approach in that field.

In this Money-Profit System we exist under the conservation people may be said to be working for the General Welfare. Nevertheless, they are but rolling stones up hill. Their aspirations and activities are circumscribed and dictated by picayunish political and economic considerations and pressures forced upon them. With 48 so-called "Sovereign States," and about 3000 semi-sovereign Counties dividing up the land area of the U.S.A.; combined with a maze of conflicting laws; no overall scientific plan; special local and regional interests to placate and consult; pork barrel politicians to keep happy; self-centered business and corporate interests to combat; and a people who are kept in blissfil ignorance of the truth about conservation by an advertisement enslaved press it is a wonder they have done as much as they have.

All these factors interfere with the scientific advance of conservation, under this social system. In fact, the interference activities arising out of the money-profit ethic amount to a system, or policy, of control to obstruct conservation whether consciously or unconsciously.

INTERFERENCE CONTROL

There are two general ways to control anything for or against the General Welfare. One is by a policy of positive direction with democratic-scientific planning and operation. The other is by a policy of negative direction. Negative direction implies and requires antidemocratic-scientific policies and activities. Negative direction may be called the method of interference control. Under a policy of interference control you direct by judicious obstruction.

Controlling by interference is a policy of do as little as you can get away with; do only what is to your immediate interests; keep your eyes peeled for the chance to extract profits from the operation; and relegate the long-range, nonprofitable, general welfare aspects of conservation to the pigeon hole marked "future generations." The two theme points of this policy are the swift buck and "After Me The Flood."

This is precisely how the Money-Profit System of social operations controls and directs the problem of conservation of natural resources. We are not suggesting that there is a small presidium of billionaire social saboteurs sitting somewhere to formulate and direct a policy of interference controls in regard to conservation. It's not that obvious. Obstruction of and interference with scientific conservation is an instinctive, spontaneous and natural reaction of the money-profit ethic to anything that threatens its central idea.

It must be remembered that no Money-Profit System (by the nature of its makeup) is ever, or ever will be, primarily interested in the General Welfare. That is not the purpose for which such societies are organized. They evolved and exist simply to exploit the natural resources of the earth and the human beings in the system for all the profit that can be extracted from the process for the benefit of the minority who hold the pieces of paper known as certificates of ownership.

Once you have such a society it will naturally operate according to its design concepts and operating rules. Being essentially antisocial in its nature its central policies and major operations must always gravitate toward antisocial practices like, for instance, war, disease, superstition, ignorance, discriminatory distribution, special privileges for the minority and insecurity for tha many. It is asinine to expect a Money-Profit System to operate any other way.

This is not to say that there are not many exceptions to this general rule of money-profit operation. It is not to say that there have not been, and are, many groups and individuals fighting for the General Welfare. It is from the countervailing efforts of these forces opposing the money-profit ethic that all human progress has come. Humanity has made some advances within the Money-Profit System in spite of the system.

LET'S LOOK AT THE RECORD

This analysis may seem bald and bitter but the historical record of waste of natural resources and human talents will show that it is true. Much of the known world is strewn with the ruins of dead civilizations that committed social suicide by wasting their natural resources. Please remember that all major civilizations of the past have been Money-Profit Systems. There has never yet existed on this earth, so far as we know, a human society organized and operated for the General Welfare of ALL.

As compared to past societies our own Money-Profit System has but a little better record, in regard to natural resources. This is true in spite of the great advances in science and general knowledge. Our record is a little better but not much better and not enough better. Let's take a look at it.

The white man brought his Money-Profit System along with him from Europe. He uprooted the red man. He slaughtered him in droves. Those he didn't slaughter he herded into concentration camps called reservations to wither and weaken into caricatures of their previous vitality. He exterminated the stone age culture that had lived in dynamic equilibrium with the forces of the natural world for thousands of years. With three cheers for the God of things as they are the white man was then on his way, hell bent for material success.

Under his guiding money-profit star he proceeded to ravage a virgin continent. He mined the soil for quick cash profits. He let the top soil wash down the rivers to the sea. What did he care there was always more virgin land across the next mountain. He dug the cream of the minerals from the top of the ground. He killed off most of the wild life for cash on the St Louis fur market. He cut down the forests and thus speeded up the process of soil erosion.

In fact, the white man's record of waste shows that he made every mistake in regard to resources that were made by the suicide societies of the past and made them on a grander and more stupid scale.

"AFTER MANY A SUMMER"

This went on unhindered and almost unheeded for the first two hundred years of the Money-Profit System in the good old U.S.A.

The Mayflower landed at Plymouth Rock in 1620. "By 1685 some of the more observant settlers on the eastern seaboard had remarked an increase in floods due to cutting down the forests. Streams that previously har run clear now ran brown with silt." Karl B. Mickey in MAN AND THE SOIL.

George Washington and Thomas Jefferson spoke up against the prevailing agricultural practices of their day that were destroying the top soil. No one paid them any attention.

A.R. Hall of the U.S. Department of Agriculture, in Miscellaneous Publication 252, 1938, quotes an anonymous letter-to-the-editor written in 1831, as follows:

> The scratching farmer's cares and anxieties are only relieved by his land washing away. As that goes down the rivers, he goes over the mountains.

Other voices were heard in warning from time to time. In 1853, J.D.B. De Bow, Professor of Political Economy at the University of Louisiana, cried out loudly in print against the almost universal waste of resources going on in his day. In 1883 Henry George wrote:

> We do not return to the earth what we take out of it; each crop that is harvested leaves the soil the poorer. We are cutting down forests which we do not replant; we are shipping abroad in wheat and cotton and tobacco and meat, or flushing into the sea through the sewers of our great cities, the elements of fertility that have been embedded in the soil by the slow processes of nature acting for long ages.

The carnival of waste went on unhindered for two hundred years in this country. Then a few socially intelligent people managed to get the conservation movement started. That was in 1871 when Congress passed the first law regarding conservation.

That law created a Commissioner of Fish and Fisheries. In 1891 the Department of Agriculture set up the Forestry Bureau. The present Reclamation Service grew out of the Irrigation Division of the U.S. Geological Survey. In 1907 President Theodore Roosevelt set up the Inland Waterways Commission. Gifford Pinchot, twice Governor of Pennsylvania, labored his life through to stop the destructive waste of natural resources. He has often been called the father of conservation in this country.

In 1935 the U.S. Soil Conservation Service was set up, under authority of the Soil Conservation Act. This service was organized by Hugh H. Bennett. He headed it up ably until 1952. Under his leadership the Soil Conservation Service was extended until today its activities reach into almost every American farm. Thousands of local Soil Conservation Districts have been organized and are now operating.

But only a start has been made. With all due credit to dedicated citizens like Hugh H. Bennett the conservation problem of the U.S.A. requires more than a piecemeal program of control. It requires more than appeals to the consciences and pocketbooks of private enterprisers. It requires more than a grudging, voluntary cooperation induced by cash subsidies and kickbacks. It requires a continental consept of conservation on an overall basis with the force of the laws behind it.

In fact, the conservation problem of the U.S.A. cannot be solved without its incorporation and integration with the problem of the whole continent. . .

"... LET NO MAN PUT ASUNDER

This continent was tied together long ago by natural physical forces and conditions into one gigantic ecological unit far beyond the mythical power of political boundaries to divide and operate as so-called "Sovereign States." Natural forces ignore the synthetic sovereignty of politics. The wind blows the top soil from one "Sovereign State" into another one a thousand miles away. The rivers run muddy with the basic wealth of the continent from the high reaches of the continental divide through a score of artificial political areas into the ocean three thousand miles away. Political boundary lines mean nothing to the forces of wind and water.

Political divisions exist only in the minds of men as abstractions, or dreams, unconnected with the physical world in, on, and from which we derive our daily bread and butter. Talk about your contrasts. Talk about fact and fiction. We attempt to live by fictions but we always die by facts. The contrast between what is real and what is unreal is obvious. Likewise, the truth about North America's conservation problem is obvious. Perhaps that is why it is hard to grasp. Poe called it the incomprehensibility of the obvious in his great story The Purloined Letter. But we will have to learn to look at the simple things We will have to learn to recognize the obvious.

The physical realities of this continent are there for all to see. Every good high school text book on physiographt expounds them in picture, statistic and story. The synthetic economic and political system that attempts to divide the continent into artificial, pork barrel areas is also there for all to see. Mountains of analytical literature have been published in this country in expose of our political and economic system ever since the riproaring days of the muckrakers over 50 years ago.

The land is the means whereby we live. The political and economic system is the means whereby we are robbed of the security, abundance and equal opportunity the land makes possible. Take away the land and we'll all die and disappear, including the political and economic system. Take away the political and economic setup and replace it with a Democratic- Scientific Society and we can all live harmoniously with each other and with the physical world around us.

For, it was written long ago in the rivers, lakes, mountains, forests and soil of North America that this continent must be operated as one gigantic ecological unit, if we are ever to achieve the General Welfare of ALL.

Gifford Pinchot, Theodore Roosevelt, H.H. Bennett, and others who contributed to getting a national conservation movement going did achieve that much at least. But the movement for conservation is yet far too feeble to halt the downward trend. As of now, about 5/6ths of our original forests, 1/3rd of our original top soil, and huge reserves of irreplacable minerals have been offered up in futile sacrifice to the bottomless belly of the God of money-profit. And that's where we stand today.

AMERICA, HOW BEAUTIFUL?

We, Yankees, Canadians and Mexicans, inhabit a continent still rich in unwasted resources, when considered from a nonmoney-profit point of view. Although much of its forest land has been denuded this can eventually be replanted. Although much of its top soil has been lost this process can be halted, the land brought into balance again, and, in time, natural forces will restore what has been robbed. Although the cream of its minerals have been mined there are huge deposits of lower grade minerals, by passed by the money-hungry private enterprisers, that can be gainfully worked by a nonmoney-profit technology.

North America is the only land mass on earth with a natural system of lakes and rivers that can be tied together into a continental hydrology system for complete control of the water flow of the continent. More on this later, but this fact is of tremendous import to the New America to come.

Erosion of the soil can be stopped. Most floods can be stopped, except for those tremendous outpourings of the heavens occurring perhaps once or twice a centur which are too much for the best efforts of Man to control. Forests and woodlands can be replanted. Wild life can be reestablished, except for that which irresponsible hunting has made extinct. Vast, new recreational areas can be set aside for public use, as national parks. A continental system of waterways can be built for the lowest cost transportation of bulk freight; for long, slow, lazy, delightful water excursion trips; for flood control and water storage; and for the generation of vast amounts of electric power. All these things can be done. The continent has what it takes to do them.

North America has much left in the way of natural resources, if scientifically controlled. There is still enough to serve as the base of an advanced technological civilization dedicated to the general welfare. However, the situation noe cries loudly for an end to the policy of interference controls by the money-profit ethic and concept. There must be a national policy of positive direction for the conservation and sane use of all forms of natural resources.

As soon as the social changeover has been authorized (See Part Three) the Transiti

Government will passthe legislation required to effect such a national policy. When the Civil Senate is set up it can go into the problem further and establish the permanent policy. The control of natural resources must be placed in one Department of the United States of North America.

AGRICULTURAL AND CONSERVATION AUTHORITY

If we are going to stop erosion of the soil: If we are going to restore the forests: If we are going to raise the underground water table to its natural level: If we are going to stop the waste of minerals: If we are going to control the water of this continent; it is absolutely imperative that there be an end to private ownership in these fields. The U.S.N.A. acting for the people as a whole must acquire sole title to all the natural resources of the nation.

When the Consumer's Commonwealth Corporation is set up and going it will allocate the field of conservation to the ACA. The ACA will, at once, take over the control of all such resources. Private owners in this field will be compensated on the same basis as the compensation of private owners of factories, etc. (See Part Five)

The ACA will not operate as a producing agency in the field of natural resources. That is, it will not operate the mines, forests, logging camps, fisheries, etc. Instead, it will act as the controlling Government Agency to decide how these resources are to be used.

The ACA will be divided into two Divisions, the Agricultural and the Conservation Division. As explained in Part Six, the Agricultural Division will concern itself with the farming problem. The Conservation Division will concern itself with the problem of conservation. The two Divisions will, however, work under central direction in full cooperation with each other.

The Conservation Division will set up and operate the most modern research facilities to carry on a continuing and thorough study of all aspects of the conservation problem. The facts and information issuing from these studies will form the basis for administrative decisions by both Divisions of the ACA, and for the formulation of national policy and legislation by the Civil Senate.

RAW MATERIALS AUTHORITY

The Consumer's Commonwealth Corporation will also set up a Raw Materials Authority as the producing agency in the field of natural resources. The Raw Materials Authority will not be aligned in the Industrial Congress with the other industrial authorities but will come under the jurisdiction of the Civil Senate. The RMA will be required to operate in accordance with the conservation rules expressed in law and laid down by the Conservation Division of the ACA. Aside from the requirement to operate accordin to conservation principles the RMA will be autonomous.

The RMA will be split into two competing productive units the same as all other producing authorities so as to preserve competitive efficiency within the Authority. It will operate the mining, quarrying, petroleum, natural gas, logging, fisheries, and other raw material facilities. It will extract raw materials from the earth and make them available to the other industrial producing authorities. This will be done in much the same economic way as mining companies and other raw material suppliers do today. The difference will be that the RMA will operate according to scientific conservation principles and without private profit in the interests of the nation and the people as a whole.

The RMA, although a producing industry will be classed as a nonmanufacturing facility. It extracts materials from the earth and does some primary conversion such as sorting and grading. But it does not manufacture a thing. The entire raw materials industry is set up now and in operation. We need no target plans to get it going. What remains to be done is to integrate the industry, coordinate its separate parts, and change its directive of operation from the social irresponsibility of private enterprise to the social utility of public enterprise.

A CONTINENTAL CONCEPT

The overall problem of conservation breaks down into two major groups of problems. These are the husbanding and sane use of mineral resources; and control of the water flow on the land. The control of water is the key to the solution of a number of other conservation problems, especially erosion and floods. The ancient Chinese had a saying: "To rule the mountain is to rule the river." There's just enough truth in this old saying to furnish a good starting point for an illustration of the continental concept.

If you can control and hold back the flow of water in the highlands on each watershed of a major river you have made a good start toward control over the whole river basin. One river basin may contain thousands of watersheds. WATER, the Yearbook of Agriculture for 1955, defines a watershed as follows:

> Watershed now implies a drainage area containing a few thousand or a few hundred thousand acres, from which water drains toward a single channel. It is a social and economic unit for community development and conservation of water, soil, forests, and related resources. The larger drainage areas are more commonly called river basins. Very small watersheds - a few hundred to a few thousand acres - are termed subwatersheds.

WATER states that the small watershed is the "primary unit of resource development, management, and conservation having to do with water, soil and related resources."

William Vogt in his book ROAD TO SURVIVAL states that:

> The concept of resources management on the basis of watersheds is one of the most promising and soundest of modern times.

However, he points out that each watershed is a special and unique problem and must be tied in with overall river basin conservation for maximum results.

That's a good point and we'd like to develop it further. Obviously, it is socially desirable to allow local watersheds to be operated by local controls for local necessities insofar as local needs warrant as long as such local operation does not conflict with the larger needs of a river basin as a whole. The rights and interests of the individual and the few must be respected and protected in a Democratic Scientific Society or else it isn't such a society. But when individual and minority interests endanger the interests of the many they must yield.

Technodemocracy's objective in this design is not to draw up the blueprint of a tightly centralized government and economy. There must be centralization of responsibility with specification of authority and its limitation. There must also be decentralization of function with local self government and democracy in management and control insofar as is possible. (See Part Two, Page 8)

It would be suicide to conservation to allow an upriver watershed release water from its flood reservoir to pour down upon an already saturated down-river watershed. It would also be bad for an upriver watershed to hoard water when water is needed down the river. A river basin must be operated in the best interests of all the people of the basin.

Now, let's carry the idea a little further. It would be suicide to conservation to allow an up-country river basin to empty its flood waters on a saturated down-river basin; or to hoard water when it's needed elsewhere below. For instance, the Ohio, Illinois or Missouri rivers in relation to the lower Mississippi basin.

This indicates that even river basins cannot be operated without considering other river basins. Thus, a river basin must be operated in the best interests of the people of all other river basins.

This leads us directly to a continental concept of hydrology and conservation. There must be an overall continental plan for water control and conservation. There must be a master specification else all the little plane will conflict with each other and end in futility. Such a continental plan is not hard to work out because of the marvelous natural system of lakes and rivers on this continent.

A great deal of the primary work on such a plan has already been done. Continental hydrology maps have been drawn up and many articles have been written on the subject. Capable conservationists have been at work on some parts of a continental concept of hydrology since, as far as we know, 1908 at least.

See the survey report of the Canadian Government on the possibility of a shipping canal from somewhere near Montreal to Georgian Bay on Lake Huron. Such a waterway would cut 500 miles off the route from the Atlantic to Duluth and Chicago. The report was published in 1908.

See the MARINE NEWS, April, 1943; WATERWAYS magazine, July, 1947; and TECHNOCRACY A-7, May, 1936. Although much of the study on a continental concept of hydrology and conservation was done before it came into existence as an organization Technocracy Inc., must be given credit for first synthesizing all related factors of the continental concept and publishing much material on the subject.

See also POWER FOR A CONTINENT by L.M. Dickson, in TECHNOCRACY, A-16, July, 1939. This article shows how a continental power transmission system can be built as an allied project to a continental hydrology and conservation system.

PASS THE ATOM, PLEASE

A few words are in order at this point in regard to atomic power. There are certain Money-Profit System celebrities and not a few screwballs on the street who claim that the advent of atomic energy, or power, outmodes all other forms of energy, or power. To hear them you would think that atomic energy, or power, is the cure-all for all the world's resource, power and conservation problems. This line is mostly second class science fiction.

There are not 60 kinds of energy but only one, although it appears in different forms. Energy is the capacity to do work. Power is energy at work. The power must be generated from the energy regardless of the source, or form, of the energy. Atomic power is no freer than power generated from coal, oil, gas, sunshine, chemicals, or falling water. You still have to have power stations and technological installations to get your power.

Also, the advent of atomic energy, or power, has no bearing at all on North America's resource and conservation problem. Maybe a fist-sized lump of this or that will run a factory for umteen years but you still have to control the water flow of this continent if you want to solve its conservation problems.

If you had all the power capable of being generated from the energy of the Sun, for free, you would still have to stop America's top soil from washing into the oceans. Then, too, there's the little matter of raw materials. Atomic energy, or power, is not a form of resource that can be fabricated for human use. It is power and power is only one side of the coin. The other side is raw materials. You can't eat electricity, or wear it, or whittle a roof out of it to protect you from the elements. See the point?

Even if they learn how to generate electricity cheaply from atomic energy without heat exchangers, turbines or generators we still have to have many large dams on many of America's rivers to control the water flow. So, why not also use the energy of the falling water while we're at it?

This is not to gainsay the fact that cheap atomic power will not be a blessing in many areas of the world where other sources of power are not available. But the advent of atomic, energy, or power is no excuse to duck the pressing necessity of present water and conservation problems. As far as we can see now the correct answer is a continental hydrology power and conservation plan.

A continental plan could be worked out and adopted in cooperation with Canada and Mexico, whether they unite with the U.S.N.A. or not, since all three nations would derive great benefit from it.

WATER - THE STARTING POINT

If you can control the flow of water on the North American Continent you can achieve the following results that we know of, and perhaps other beneficial results that we do not now know of. The following points are not necessarily a complete list by any means and maybe only a few starting points.

1. Prevent floods
2. Raise the underground water table
3. Stop soil erosion
4. Reclaim the waste, or desert lands
5. Greatly reduce malaria in the South
6. Restore natural forest areas
7. Create vast new national parks
8. Restore a rich profusion of wild life
9. Coordinate and integrate the continent's rivers and lakes into a system of inland waterways reaching from the Atlantic to the Pacific and from the Caribbean to the Arctic.
10. Generate much new electric power
11. Greatly increase our capacity for defense against invasion by foreign powers.
12. Guarantee the future of human civilization on this continent
13. Furnish the physical base for a Democratic-Scientific Social System

If you do not or can not control the flow of water on this continent none of these things are possible except on a piecemeal, inadequate basis. Therefore the continental concept of hydrology and conservation will be the starting point for the Conservation Division of the ACA.

This does not mean that all present conservation work will be stopped while a continental plan is being worked out. Rather, all work now being carried on will be continued except in those cases where the proposed installation is in plain conflict with the continental concept. In those cases it would be too expensive to finish an unnecessary job and then have to tear it all out again.

A case in point is the development of the power potential of the Columbia River Basin and the efforts of private utility companies to chisel in there. If they are allowed to construct their power dams, especially on the Snake River, the chances are ten to one they will be located with an eye to cheap, low cost (but high priced to the consumer) power and not to their proper relationship to a continental concept. Installations of that nature will have to be torn out later when the continental system is built. Thus, any work of that type now going on will have to be stopped.

The continental concept of hydrology and conservation will get a crash priority during the Transition Period. The construction of such a continental system will furnish plenty of work for America's best technology for quite a few years.

WITNESS AT THE BAR

Just to illustrate the vital importance of water control and what can be done when you have it let us turn to something that actually happened in this country recently. The witness is Lieutenant General Samuel D. Sturgis, Jr. Chief of Engineers, U.S. Army in an interview with the editors of the U.S. News and World Report, April 17, 1956. Here's the story.

In 1953 and 1954 the whole central part of the U.S. was dry from a prolonged shortage of rainfall. The flow of fresh water down the Mississippi dropped so low that it didn't have enough push behind it at the River's outlet below New Orleans to keep back the salt water from the Gulf of Mexico. The sea water crept up the river, like a wedge, beneath the fresh water going down and at its farthest advance reached a point within a few city blocks of the intakes for the New Orleans fresh water supply. Alarmed city officials got in touch with Washington. The U.S. Corps of Engineers was called in. Here is the part of the interview bearing on the point we are illustrating.

QUESTION: What would it have done in the mains? (salt water) You couldn't have drunk it.
ANSWER: No
QUESTION: Would it have done chemical damage?
ANSWER: It would have corroded the mains. Salt water and iron, or steel, and so forth, don't mix very well. So what we did to meet the situation brought to our attention by the alarmed city was to discharge water from the Fort Peck Reservoir in northeastern Montana - some 2500 miles away - 28.000 cubic feet per second of water, running it down the Missouri and into the Mississippi, in order to push this salt water wedge back down and benefit the city's water supply.
QUESTION: How long did it take that water to get down there?
ANSWER: It took about six weeks.
QUESTION: How long did you have to keep that up?

ANSWER: For about three months
QUESTION: Are there any other cases of that type
ANSWER: I've used that purposely as an extreme case, because it shows the interrelation of distant water sources and the importance of broad controls. Fort Peck was never designed, of course, to do such a thing. But by having that water available and CONTROLLED (caps ours) it shows the tremendous things that can be done on the spur of the moment, even though you have not even planned them

General Sturgis also pointed out the futile character of money-profit efforts at conservation in the following observation:

> "... the real conflicts and basic problems are caused by conflicting and inconsistent laws, the lack of a comprehensive policy, and the absence of uniform governmental guidance for those departments of the Government charged by law with development of the different aspects of water resources."

There you have it. Science and technology can, and did, save the water supply of a major American city at a time of crisis, and saved it from a water reservoir 2500 miles away. Could anything better illustrate the vital necessity of a continental concept of hydrology. Words are but symbols for things and events in the physical world. We have given you the words and here is an actual event that proves our words are correct.

In the case of Fort Peck and New Orleans the situation became dangerous enough so that it became urgent to ignore all interference controls and tackle the problem forthrightly. This was done and the problem was solved. The same type of social urgency on a far greater scale will some day face the civilization of this continent. A major social crisis is bearing down upon us. All political chicanery and piecemeal approaches will have to be ignored. The problem will have to be faced and solved or we, as a great people, will be swept into the dustbin of history.

That is why Technodemocracy is working on this design. There must be someplace to go; somewhere to turn; some nonmoney-profit method of social operation ready to be used. We think that the democratic-scientific concept of social change and approach to social problems meets this need.

CONCLUSION

Alarming reports are now beginning to appear in the daily press about the growing shortage of water in the U.S.A. The U.S. Geological Survey, in the words of General Sturgis; "found in 1953 that there were a thousand cities of fairly good size up to big municipalities, that actually had to go on a very restricted use of water."

In many places the underground water table (level) has fallen below the reach of all except the most powerful pumps. In many other places the underground supplies have been exhausted, or pumped dry. The industrial use of water is increasing rapidly and our growing population uses more water per capita every year. The answer of the Money-Profit System to this growing social crisis seems to sum up to a three pronged but typically evasive approach.

First, they are now manufacturing ever more powerful pumps so as to reach deeper for underground water so as to further deplete the already short supply. Eventually, and that will be soon, there will be no more water at all in the very places where it's needed the most. What then, Mr Pump Maker, Mr Commercial Farmer, Mr Manufacturer?

Second, they are fiddling away at a multiplicity of piecemeal, unrelated water and conservation programs that often conflict with each other and are too limited in vision.

Third, they are now embarking on ambitious research programs to convert ocean water into fresh water. It can be done now but is too expensive yet to compete with present methods of robbing the rivers and underground sources. WATER, the 1955 Yearbook of Agriculture tells the complete story of present efforts to convert saline water to fresh water. While this may be a good thing in itself and a blessing to certain arid parts of the earth it is of little significance to the conservation and water problems of North America.

None of these programs is the correct anser to our problem although it must be admitted that each one has some merit in a limited way for specific purposes.

It seems to be the nature of the Money-Profit System to evade and postpone the correct answers to social problems, to adopt makeshift, piecemeal programs, to pass the buck to the next generation, to hope for the best while we carry on social practices that guarantee only the worst.

The only all-time correct answer to North America's water, power and conservation problem in general is a continental hydrology and conservation plan. When the U.S.A. is forced to move into a new and better social system and becomes the United States of North America this great problem will be promptly taken in hand and rapidly solved.

The ACA will be set up. The Raw Materials Authority will be set up. All present conservation efforts of the Government and private agencies will be consolidated into the Conservation Division of the ACA. Then we will be on our way to a balanced ecology on this continent for as far ahead as it is given to Man to look into the future.

In the meantime Technodemocracy will support all sincere conservation efforts. We feel that the Money-Profit System will never solve the conservation problem but that's no reason for opposing present conservation work.

All this system will ever do, according to the historical record and evidence at hand is to patch up the worst leaks in the roof as they become too bad to tolerate. What is needed is a complete new roof.

All we're doing here is to point out the true nature of the problam and to indicate the democratic-scientific approach. If, as and when this society meets its end there must be somewhere to go. There must be a practicable outline of a new and better society, together with a transition plan, or means of getting from here to there. This design must be available as a guide and to avoid social collapse. If such a plan is available and if enough Americans know about it there need be no collapse or social disaster. Instead, we can then march ahead into better times for all.

When that time comes the conservation problem will get its proper recognition and status as perhaps the chief continuing physical problem of any human society.

Part Eight will deal with organized labor during the transition and its proper place in a Democratic-Scientific Social System.

- - - - - - - - - - - -

OZYMANDIAS

I met a traveller from an antique land
Who said: "Two vast and trunkless legs of stone
Stand in the desert. Near them, on the sand,
Half sunk, a shattered visage lies, whose frown,
And wrinkled lip, and sneer of cold command,
Tell that its sculptor well those passions read
Which yet survive, stamped on those lifeless things,
The hand that mocked them and the heart that fed.
And on the pedestal these words appear -
'My name is Ozymandias, king of kings:
Look on my works, ye Mighty, and despair!'
Nothing beside remains. Round the decay
Of that colossal wreck, boundless and bare
The lone and level sands stretch far away."

- Percy Bysshe Shelley

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NEW ANALYST

TECHNODEMOCRACY INC.
Social Engineering for Social Progress
2623 LAWRENCE AVENUE
CHICAGO 25, ILLINOIS

TECHNODEMOCRACY
232 Pine Avenue
Chicago 44, Ill.

Vol. 5, No. 4
February, 1957
Whole No. 42

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Design For A Democratic-Scientific Social System

PART EIGHT

Labor and Management

"The large modern business enterprise resembles in some ways a small state, even a big one. Workers as human beings are members of this "business-state," quite aside from their position as sellers of labor to the firm; that is, they are PART (Caps theirs) of the firm as a going concern. In the absence of unionism, however, the business enterprise is a highly autocratic organization. Authority comes from above and the voice of the individual in such a structure is scarcely audible. Unionism provides a structure through which workers secure representation in matters of vital concern to them. Thus unionism at its best may be viewed as a means to industrial democracy, or the internally democratic government of industry."
- Mary Jean Bowman and George Leland Bach in their textbook ECONOMIC ANALYSIS AND PUBLIC POLICY, Prentice-Hall, 1949, page 493.

(Turn to page 3)

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NOTE: Whole Numbers 34-35-36-37-39-40-41-42 of the New Analyst contain the first eight PARTS of the Technodemocracy design for a Democratic-Scientific Social System, complete with a Transition Plan, or means of getting from here to there. As additional PARTS are completed they will be added to the above.

Address: TECHNODEMOCRACY INC. 232 N. Pine Avenue, Chicago 44, Illinois

Printed in U.S.A.

FIRST THINGS FIRST

It is not our job in this PART of Technodemocracy's proposed design for a new society to go into a detailed recital of the history of Management and Organized Labor. We are interested in something more fundamental. It is, of course, important to know this history because it affects all of us. But unless we probe deeper and find the social questions wrapped up with the historical data we will have missed the point.

These deeper questions pertain to social functions. What are the social functions of Management and Labor? These are the questions we must answer before we can weave Management and Labor into this design. Our entire projection regarding the role and status of these institutions in a Democratic-Scientific Society depends on the answers to these questions.

If we can pinpoint the several social functions that are filled by Labor and Management in the present Money-Profit System we can then, (using the same technique employed in the rest of this design) project and expand those functions into their probable institutional form in the new society.

We would like to repeat that Technodemocracy's proposed design is not a utopian fantasy dreamed up out of the emotional realm of kind hearts and good intentions. It is, we think, a rational picture of a superior and practicable social system based upon the best of our present society projected and expanded along democratic-scientific lines. For our building materials we use only the best of our present social practices and institutions.

Therefore, since our subject in PART EIGHT is Labor and Management we will have to examine these institutions with an eye to their social functions. Management will come along later in the stort so let's turn our attention now to Organized Labor.

By this we mean to examine its best traditions and practices not its worst. You can't project a better society from the worst practices and institutions of the Money-Profit System but only from its best. You can't make a Hudson Bay blanket from shoddy wool.

Under this present social system no institution is free from "evils" or abuses, whether laboristic or capitalistic. Exposes of labor racketeering and management's crimes have their proper time, place and usefulness, but that is not our job here. Our job is to "expose" the valuable social functions of Labor and Management and attempt to fit them into the mosaic that makes up a Democratic-Scientific Society.

Organized Labor has played many parts in American social history but which of these parts is, and has been, most significant? Bowman and Bach give a part of the answer in the foreword quoted. However, industrial democracy is not the primary, nor by any means, the only social function of Organized Labor.

First comes the economic welfare of their members. Workers associate in unions primarily to raise their standard of living. By this we mean higher wages, shorter hours of work, and better conditions on the job. These make possible a higher standard of living, individually and nationally. Economic welfare is the starting point in the evolution of human culture away from the jungle law of dog-eat dog.

Obviously, people working at starvation wages for long hours under autocratic industrialism are in no position to ask "internally democratic government of industry." Once having established an operating degree of economic welfare and security Labor can then begin to perform its other many social functions.

INDUSTRIAL DEMOCRACY

Following closely upon economic betterment comes the natural demand for industrial democracy. However, this does not end the story. It only begins it. Establishing industrial democracy is only another of the major social functions of Organized Labor. We will have more to offer on industrial democracy in the conclusion where it will appear woven into the context.

There are at least two more Labor functions of first rank social importance. One of these is that Labor, i.e., the trade union movement, is creating a "society" of dignity and status for its members within the overall structure of the Money-Profit

System.

It is significant to note that potentially, even today, the membership of Organized Labor comprises the great bulk of the population. Labor may never succeed in organizing to 100% of its capacity under this social system because it is essentially divisionistic in its nature. We mean the system. It divides people into separate compartments of egocentric self-aggrandizement, pitting one against the other and each against all.

The Money-Profit way is a way of life in which every man must grab all he can for himself. It works out something like the way hogs act in a barnyard, each endeavoring to push the other out of the way to get more for himself. It is not thought that this type of behavior is natural to people as it is to hogs. Rather, people are conditioned to it, and it is dictated by, the rules of the game of the Money-Profit System.

Of course, Organized Labor is egocentric too insofar as the economic interests of its members goes. However, this egocentricism serves a sociocentric purpose in that it elevates the common standard of living and resists cultural downgrading in general. Every gain made by organized workers is reflected sooner or later in a gain granted to unorganized workers. Thus the economic gains of Organized Labor are reflected throughout the population.

The same can be said for the ethical struggles of Labor, aside from the economic. Every gain made by Labor against the drift toward industrial and political autocracy is reflected in a more democratic life permitted to the bulk of the people. By nature, Labor is the denial of irresponsible individualism in industry and politica. It is the contrary to the Money-Profit way of life that has atomized human society into a clashing jungle of self-seeking aims and ends with no overall moral purpose.

DIGNITY AND STATUS

Organized Labor is not merely an economic institution to fight for higher wages, shorter hours, better conditions, collective bargaining, union recognition, guaranteed annual wages, or any of the multiplicity of other things it is always working away at. It is all these but also something else that transcends them in social importance. That something is derived as a synthesis, or composite, of its many functions. The whole is different from and greater than the sum of the parts. Labor is a social and ethical system, a body of thought and action, with a profoundly moral human purpose. Professor Frank Tannenbaum in his book A PHILOSOPHY OF LABOR puts it this way.

> It is concerned with the whole man. Its ends are the "good life." The values implicit in trade unionism are those of an older day, antedating the grating modern political slogans. It is an unwitting effort to return to values derived from the past: security justice, freedom and faith. It is in those values, explicit and inherent, that man had found his human dignity. (Page-11)

For a thousand years, or more, during the Middle Ages the manor, the village, and the craft guild, acting as "societies" within the social system provided dignity, status and a way of life for the great bulk of the population. Human society was static during that long period; and it was a handicraft-agrarian economy of perpetual scarcity. Human toil and hand tools were the basis of a hand-to-mouth existence for the great majority.

However, there was an absence of the modern dog-eat-dog psychology now almost universal. Society may not have been what we call progressive but it was orderly and responsible to a greater degree than today. Material ends were subordinated to moral purposes. This is not to say that the moral purposes then upheld were perfect nor that the culture of the Middle Ages was superior to that of modern civilization. That is not the point. The point is that then the average man had some real dignity and status.

Behind the pomp and circumstance of nobility and church were three social institutions derived from neither of them but growing out of and rooted in the workaday life of the masses. These "societies" within society acted as a giant social gyroscope to stabilize the culture of that day and age. Kings and Priests came and went but the village, the manor, and the craft guild went on and on for many centuries. These institutions coped with the daily problems of the artisan and the man with the hoe. They provided a milieu in which the masses found a dignity status and justice beyond the reach of King, Nobility and Church.

There is no such a "society" within society under the atomizing rule of modern capitalism. Tannenbaum puts it this way:

> What gnaws at the psychological and moral roots of the contemporary world is that most urban people, workers and owners, belong to nothing real, nothing greater than their own impersonal pecuniary interests. To escape from this profound tragedy of our industrial society is the great issue of our time, for a world in which neither the owner nor the worker is morally identified with his source of income has no principle of continuity. No institution can survive for long in a moral vacuum. For the worker the trade union has represented an unwitting attempt to escape from this dilemma. (Page-105)

AUTHORITY AND RESPONSIBILITY

A fourth socially important function of Organized Labor is that it is a natural antidote against the anti-social poison of the authoritarian state, or fascism. With full recognition of the fact that the German trade unions capitulated to Hitler it is nevertheless a fact that the entire history of the Western World is a long record of repeated rebellions and bitter struggles for the rights of man in the economic, social and political fields.

Tannenbaum points out that: "the trade-union, like the corporation, represents a structural change" in human society." It came in with the breakdown of the medieval system, the opening of Europe in the Commercial Revolution, the rising bourgeoise class, and the first stage of modern capitalism preceding the Industrial Revolution by a century or more. Tannenbaum states:

> The trade-union is not a reform movement; it is not a political party; it is not revolutionary in intent; it is not a legislative activity. It may at times contribute to all of these, but it is none of them. It is the formal expression of the socially inevitable groupong of men in modern industry, just as the corporation and the holding company are new ways of organizing capital for industry. The trade-union is the opposite side of the metal. Where you have corporate industry there you have the modern national labor union.... If there is any meaning that can be derived from the persistent grouping of men about their tools or within their industry, it is that work must fill a social and moral as well as an economic role. The vacuum created between the job and the man has proved intolerable; and it cannot be filled by higher wages, shorter hours, better conditions of labor, music in the shops, or baby clinics. Man has to belong to something real, purposeful, useful, creative; he must belong to his job and to his industry, or it must belong to him. (PP 105-106)

Without freedom, dignity and status for the average man a Democratic-Scientific Society cannot be built. The true purpose of human society is to serve Man as a whole, not the State, or any minority group, or any grabbing individuals. Where freedom, dignity and status exist the State withers away to its proper proportions and functions as the guardian and trustee of the General Welfare of ALL. Where these ethical concepts do not exist you have the police state, and autocratic bureaucracy. Tannenbaum puts it this way:

> The trade-union is the real alternative to the authoritarian state. The trade-union is our modern "society" the only true society that industrialism has fostered. As a true society it is concerned with the whole man, and embodies the possibilities of both the freedom and the security essential to human dignity. The corporation and the union will ultimately merge in common ownership and cease to be a house divided. It is only thus that a common identity may once again come to rule the lives of men and endow each one with rights and duties recognized by all. (Page-198)

UNION EDUCATION

Thus far we have "exposed" four of the basic social functions of Organized Labor: 1. To better economic conditions for their members: 2. To secure industrial democracy: 3. To furnish dignity and status to the worker: 4. To act as an antidote to social fascism.

A fifth important function comes to mind at this point and must not be overlooked. That is, the trade union movement is also an educational institution. Professor Charles E. Lindblom of Yale in his book UNIONS AND CAPITALISM puts it this way.

> The union is also an educational institution; it has often been called the practice ground for political democracy. The local union is itself a small-scale democracy. There the worker sometimes first develops his understanding and appreciation of the advantages of political democracy. He becomes aware of his stake in politics. The union encourages him to be articulate while at the same time giving him the organizational mechanism through which he can produce results. Through political action, if not through its activities, in industry itself the union provides a weapon with which the wage earner can fight the problem of economic disorganization and unemployment. (Page-3)

The educational function of Labor extends far beyond being a practice ground for political democracy. Labor has contributed greatly to the "diffusion of knowledge among men,"notably in its many campaigns for a free public school system. Labor has contributed greatly to the preservation and extension of the democratic conceot.

The history of the Western World is shot through with instances wherein the workers through their unions have struggled to raise the common level of knowledge and understanding. The record shows that Organized Labor has been an effective educational institution over the long run.

Our list of five basic social functions attributed to Labor may not be complete. Many volumes have been written about Labor which we can't attempt to summarize here. However, the five points cited are sufficient for our purpose which is to outline the possible and probable social functions of the trade unions during the Transition Period and in the New Society.

Before going into that, however, let's look backward at the history of Organized Labor. It has been said that Labor is as Labor does. Let us see, then, if Labor has ever worked at any of the functions we have listed as being socially important. Let us see if the record substantiates the allegation.

The story goes back a long way and ranges all over the known world. Modern American trade unionism grew out of the same stream of social protest and vision that has coursed through European and Asiatic social history for dozens of centuries. This stream runs so deep and reaches back so far that some of its waters have even found their way into ancient sacred literature.

LET MY PEOPLE GO

In 1490 B.C. the brickmakers of the Hebrew tribe in exile in Egypt went on "strike" against the mighty Pharaoh Ramesis 11. It was not an organized strike for higher wages, shorter hours or better conditions. It was a revolt in the form of a refusal to work because Pharaoh had denied them the right to worship their God as they saw fit. He was interfering with their religious beliefs and practices that in the Hebrew's eyes gave their people some unity, dignity and status.

They had asked Pharaoh for permission to go "three days journey into the desert" to engage in religious ceremonies. Pharaoh got angry about it and ordered them back to work making bricks. So incensed was he that he also refused to furnish them with any more straw with which to make the bricks. On top of this he demanded that the daily quota of brick production be maintained the same as before when he was furnishing straw.

Obviously, the brickmakers couldn't spend time scratching up bits of straw from the fields and also keep up their daily production quota. So, they just declined to work at all. The story ends rather inclusively with Moses going to the Lord for advice and help. Chapter Five of Exodus does not state how the "strike" came out. However, the story illustrates how the brickmakers defended their people's religious concepts of dignity and status by refusing to bow to the great Pharaoh. This story is one of the earliestexamples we know of in which collective action was taken in defense of dearly held concepts.

THE GUILD SYSTEM

Let us digress a little at this point and take a look at the Craft Guild System that was widespread over the world for many centuries. The ancient and medieval guild system bears some social relationship to modern trade unionism. A picture of the guild system will help us to understand how deeply rooted in our cultural soil are the present-day social functions of Organized Labor.

As our story unfolds we will see that modern trade unionism has reasserted and reacttivated some of the social functions once performed by ancient and medieval guilds; and that it has gone far beyond its organizational predecessors to assert and perform functions not known or necessary then. This may be found true in the future also. As America goes into a Democratic-Scientific Society it will be found necessary for Labor to perform many new and useful social functions.

Tannenbaum notes that craft guilds of traders, craftsmen and artisans were widespread for a long time. He says:

> If the historical record has any meaning a sense of identity among men laboring at a common task is "natural" and inevitable. Men identified with one another in their daily work develope a sense of their part of the social universe which is peculiarly their own and which they share with no one else. How otherwise explain the world-wide spread of the guild for traders, craftsmen and artisans. There were guilds in China at least a thousand years ago; In India we know of them in 600 B.C.; they were present in ancient Japan, were widely scattered and of long duration in the Islamic world, were found in Greece, and existed for centuries in Rome and in Europe during the Middle Ages and Beyond. In spite of many differing forms the guilds satisfied similar needs and were an accepted part of town and city life in many parts of the world. (Pages 14-15*

There is some identity between the old Craft Guild System and modern trade unionism although most scholars point out that the trade union is not a lineal descendant of the guild. The decay of the guild system in Europe took place a century or two before the rise of the modern trade union.

Craft guilds seem to have been primarily a type of employer's association to control and restrict output and maintain prices, and not primarily unions of workers. However, they did have secondary functions of a trade union nature. They did improve economic conditions for the craftsmen and artisans as well as for the employer. They did furnish dignity and status to their members; and stability to the entire economy of their time. Craft guilds were a "society" within society in their day just as trade unions are today.

While Tannenbaum also states that the modern labor union was not directly derived from the craft guild he points out that many guild functions were similar to trade union functions today. Specifically, he cites control of the labor supply, apprenticeship requirements, regulation of wages, hours, conditions, and tools to be used, and equality for members.

Guild decay was brought about by new social conditions that arose before the invention of the steam engine and the beginning of the period known as the industrial revolution Among the social factors that destroyed the guilds were the agricultural revolution of the Middle Ages, the opening of Europe by roads, the putting out system of work, the payment of money wages, and the enclosure of the common lands. These events took place perhaps two centuries before the widespread rise of the factory system with the development of the steam engine.

EARLY UNIONISM

Sydney and Beatrice Webb in their HISTORY OF TRADE UNIONISM state that journeymen and laborers frequently combined against master craftsmen (bosses) in the Middle Ages. In 1383 A.D. the City of London passed laws against "congregations, covins, and conspiracies of workmen."

In 1387 the serving men of the London cordwainers (shoemakers) were reported by the "overseers of the trade" of attempting to make a permanent fraternity.

In 1397 the serving men of the saddlers, called yeomen, asserted that they had had a fraternity from "time out of mind, with a livery and appointed governors." The master saddlers (bosses) however, asserted that the object of the yeomen's fraternity was to raise wages. That was a legal crime then.

In 1425 the British Parliament expressly prohibited the stonemasons from holding yearly conventions. They called these conventions "yearly congregations and confederacies made in the general chapters assembled."

In 1583 the Bishop of Ely reported to Cromwell that 21 journeymen shoemakers of Wisbach had assembled on a hill outside of town and sent a committee of three to summon the master shoemakers (bosses) to meet with them to negotiate a raise in wages. The journeymen threatened that:

> There shall none come into the town to serve for that wages within a twelve month and a day but we woll have an harme or legge of hym, except they woll take an othe as we have done. (sic) (Page-3)

Sidney and Beatrice Webb also cite records of unions of laborers and journeymen in the European countries during the Middle Ages as existing side by side with the Craft Guilds. Thus we see that at least 500 years ago many workers in the Western World combined to better their economic conditions and achieve some dignity and status in society.

The Labor functions we have listed run through the warp of labor history for as far back as records go. These social functions remain prime today and will have to be worked at against continued opposition as long as this Money-Profit System lasts.

AMERICAN LABOR

Professor Robert Franklin Hoxie in his book TRADE UNIONISM IN THE UNITED STATES notes that there had been craft guilds in colonial America "as far back as the seventeenth century." He points out that these guilds were labor organizations but not trade unions as we know them today. He states that they were:

> ... workers who combined in themselves the functions of laborer, master and merchant. They were organized to license or otherwise limit the number of legal craftsmen, to regulate the quality of work, and to maintain customary prices. (Page-78)

The first trade unions appeared in America toward thee close of the 18th and the opening of the 19th Centuries. They were mainly in the form of local craft unions of printers, shoemakers, bakers, shipwrights, and carpenters. The breakdown of the guild system in America came about largely through the same social changes that destroyed it in Europe. Unionism appeared because with the guild decline there came a well defined separation of the functions and interests of the employing class and the laboring group. Trade unionism did not arise out of social theories but out of social conditions, Hoxie states:

> The prime cause of the appearance of these unions seems to have been that as soon as a distinct differentiation between employers and workers began to appear, the employers took advantage of the breaking down of the old customary and legal trade and labor regulations, to utilize the competition of 'illegal' men (scabs-Ed) in attempts to lower wages and increase the hours of labor. In short, at the earliest appearance of the employing group and relatively free competition, there began a struggle between the employers and the wage workers which forced the latter to combine. (Page-79)

It appears that trade unionism became necessary to better economic conditions, to resist autocratic capitalism, and to restore some dignity and status to worker

So it was in the earliest days of modern capitalism in America and so it is today.

The social functions Organized Labor is attempting to perform, the social values it is attempting to establish, or reestablish, are precisely those that modern capitalism in its insane pursuit of individual aggrandizement has disembowelled out of human society. That is, the dignity of the individual man, natural rights, a respected status and role for every member of society, and the placing of moral values above material ends.

This is true in spite of all the empty eulogy of democracy and liberty that descends upon us from high places. If real liberty and democracy were a customary part of the daily life of the people it would not be necessary to harp about it. It would be taken for granted.

This is not to say that the American Money-Profit System is 100% lousy. There is much that is good in it and it is upon that good that Technodemocracy is building its social design. However, it is necessary to get the proper perspective on society. We must see ourselves as we are to intelligently proceed to something better.

The primary purpose of a Money-Profit System is to make money and profit and power for those in high places. Human values, when they are considered, must tag along as a sort of unavoidable afterthought. What is of social value in this system did not come about through money-profit ways but through resistance to those ways and in spite of them.

LABOR AT WORK

Aleine Austin in her popular history of American labor called THE LABOR STORY cites hundreds of cases where Labor has fought to perform and fulfill its natural social functions. A few examples will suffice.

In 1806 eight shoemakers were convicted by a Philadelphia court of criminal conspiracy. Their crime was that they had formed in the words of the court: "A combination and conspiracy to raise wages."

In 1791 the working force in one of America's first factories was nine youngsters under twelve years old. States Miss Austin:

> Ten years later, in 1801, this same mill employed over one hundred children BETWEEN THE AGES OF FOUR AND TEN. (Caps by Austin, Page 8)

She reports that Alexander Hamilton, one of our Founding Fathers, and first Secretary of the United States Treasury, stated in 1791 in his REPORT ON MANUFACTURES in regard to child labor, that:

> It is worthy of particular remark that in general women and children are rendered more useful and the latter more easily useful by manufacturing establishments than they otherwise would be. (Page-8)

Aleine Austin also states that:

> By 1820 half the nation's factory workers were nine-and-ten year olds who worked an average of 13 hours a day. For their labor they received from thirty-three to sixty-seven cents a week. (sic) (Page 9)

From 1819 to 1822 there was a severe depression that destroyed the small craft unions. By 1823 unionism had revived a little. In 1827 the Philadelphia carpenters went on strike for the ten hour day. In leaflets circulated among workers they stated:

> All men have a just right derived from their creator to have sufficient time in each day for the cultivation of their minds and for self-Improvement. (Page-10)

They lost the strike but succeeded in forming the first city-wide union of unions, called the Mechanics Union of Trades Associations. In the preamble to the Constitution of this first Central Labor Union in the U.S.A. it was stated and queried as follows:

> Is it just, is it equitable that we should be placed in a situation os such increasing exertion and servility in order that the products of our labor may be accumulated by a few into vast pernicious masses calculated to prepare the minds of the possessor for the

> exercise of lawless rule and despotism. All who toil have a natural and inalienable right to reap the fruits of their toil...The spirit of freedom is expanding in the bosoms of mankind, and preparing them to cast off the yoke of oppression and servility wherever and by whatever means it has been riveted upon them. (Page-11)

The Philadelphia workers put their brave words into political as well as economic action. They organized the Working Men's Party. Miss Austin states that this was the first labor party in the world. By 1834 they had organized branches in sixty one cities and towns. The following demands appeared in the platform of this party.

> Free and public education
> Restriction of child labor
> Universal ten hour day
> Reduction of property qualifications
>   for office holders
> Direct election of public officials
> Abolition of imprisonment for debt
> Mechanic's lien law
> (Page-12)

The life of this first labor party in the world was short but it left a legacy that never dies. In less than ten years, or by 1843 five of the seven demands listed above became recognized law.

Organized Labor must be credited, on the record, with having been in the past in the forefront of many progressive movements for the General Welfare of ALL. Among these stands out the fight for free public schools and free land for settlers. The demand of the Philadelphia workers for free education culminated in a system of public schools established in Pennsylvania in 1834.

The long continued agitation of unions for free public land ended in success in 1862, after Lincoln entered the White House, with the passage of the Homestead Act.

INDUSTRIAL FASCISM

As for the fourth function listed, that of Labor being an antidote against fascism, the story is long and bloody, but well documented. Time after time the voice of unionism was strangled by the hangman's noose; stopped by the bullets of industry's private army of killers; or gagged by legal frameups. But time after time it arose again from the ashes of its own death.

In the last hundred years U.S. capitalism has grown from its early robber baron stage to become an institution of giant oligopolies, and cartel capitalism. However, Organized Labor has also evolved from the stage of small, local craft unions to industry-wide industrial and craft organizations.

The story of Labor's opposition to industrial fascism is far too long to repeat here. The proof is spread in many volumes on labor history. To those interested in pursuing this point further we can recommend two recent workd:

> THE LABOR STORY by Aleine Austin, Coward-Mc Cann, Inc., New York, 1949
>
> LABOR'S UNTOLD STORY by Richard O. Boyer and Herbert M. Morais, Cameron Associates, New York, 1955

It must be remembered that what is called U.S. Capitalism is the most powerful group of minority cliques in the country. Here we are not referring to the few million workers who may own a few shares of stock and have nothing to say about the operation or policy of big enterprises. We refer to the few thousand or so who own the controlling interest in American industry and who also direct its policy and operations.

It is a matter of record that these small cliques of big enterprise operators have repeatedly tried by every legal and illegal means to suppress workers and reduce them to the status of industrial serfs. It has been shown that these groups have repeatedly corrupted local and state governments; and frequently some parts of the Federal Government.

This is nothing new. It has been going on for the last hundred years or more and still goes on. This corruption of Government for profit is nothing less than a poisoning of the well springs of democracy. That is a pure fascist activity. If successful, in the long run, it will result in killing political democracy and setting up an industrial-political dictatorship in its place.

On the record, Organized Labor has continuously resisted this downgrading, corrupting, tendency in our society. Had there been no trade union movement to fill this social function it is entirely possible that the U.S.A. would have long ago ceased to be the great representative democracy it still is, in large part. There is no avoiding this conclusion.

If you think there is just try to find any record of any other organized body of citizens who have also worked consistently at this valuable social function, over such a long period of time as has the trade union movement.

This is not to discredit the few far-seeing, socially intelligent men in public life who have contributed a great deal to opposing fascism in the U.S. We are talking here about social institutions and not individual men. As a social institution, Organized Labor has proved itself to be of great value to the American people.

This brings us up to the Transition Period in the design of Technodemocracy and the role and status of the trade union movement therein.

THE TRANSITION PERIOD

After the Transition Period has been entered, whether by a direct national referendum or by legislative action of the Congress, (See Part Three of the Design) Organized Labor will have an important role to play. This will give it increased status in industry, and in society.

The exact functions of Labor will depend on the working experience of the transition and will be subject to changes from time to time until a workable pattern is developed. Let's see now what there will be for the unions to do during the Transition Period.

As outlined in Part Three, when the President issues his Proclamation of Uninterrupted Production at the beginning of the transition, he will request all of the trade unions to get together to take suitable action to keep strikes at a minimum during the transition. Of course, the fundamental right to strike can not be denied since that would be tantamount to the Government taking over Organized Labor. If the State can tell the unions not to strike and make it stick it can tell them anything else it wants and make it stick.

Forbidding strikes would defeat the entire democratic-scientific approach to a better society and open the door wide to social fascism. A union without the right to strike is merely another tool of authority. Organized Labor must cooperate fully with the transition program but it must be a freely given cooperation.

This will be assured if Labor is assigned the important social role it can play and the status it is entitled to. In his proclamation the President will emphasize the importance of a harmonious, cooperating trade union movement to the nation as a whole. He will also give a general outline of the necessary Transition Labor Program to be inaugurated, somewhat along the lines that follow. As we see it now the role of Labor during the transition includes the following socio-economic functions.

1. To act as a countervailing power to Management so as to prevent proper managerial functions from running wild and turning into arbitrary authority.

2. To propose ways and means to reduce waste of human and natural resources in production and distribution

3. To propose ways and means to increase productivity and thus make more effective use of the nation's labor force.

4. To set up and operate an educational program among its membership to help keep up their morale and determination to see the transition through to a successful conclusion.

5. To take part with Management in working out a permanent system of management-labor relations, a new science of industrial administration in industry.

6. To make every endeavor to increase the membership of Organized Labor to

its saturation point in the population.

7. To engage in research and take preliminary action toward setting up a National Employment System operated by Organized Labor under the general supervision of the Industrial Congress and Civil Senate.

LABOR TRANSITION BOARD

This program, or something similar to it, will be worked out between the representatives of all trade unions, industrial and craft, and the United States Department of Labor. It will be authorized by an Executive Order of the President.

The Department of Labor will set up a Labor Transition Board to execute the program. The Board will consist of seven members. Three will be selected by the unions. Three will be appointed by the Department of Labor. These six will then select the seventh member by a majority vote. The Chairman of the Labor Transition Board will be selected by the Board itself by a vote of five out of the seven members.

The Board will immediately hold public hearings to receive suggestions, to gather information, and to decide on the best way to carry out its functions. It will be given full authority to act subject only to the general supervision exercised over the whole economy by the Transition Government.

In order to keep the Labor Transition Program flexible and in harmony with the changing needs of the economy as the transition proceeds the Board will set up a Research Division. It will be the function of this Division to keep tabs on the work of Management and Organized Labor as they affect and are affected by the changing needs of the economy.

Upon the basis of factual data the Research Division may suggest changes in policy and practice to the Board from time to time. It will be for the Board to decide upon such changes. Modifications would usually involve only minor alterations in the program. In case the Board decided upon a major change in the original program agreed upon it would first have to obtain the consent of the President to such changes.

MANAGEMENT

For a change let's take a look at the other side of the coin, labeled Management. It has been said that the business of Management is to manage; and of Labor is to produce. It can also be said that both are work. If you want to carry the analysis further you can say that Management is mental labor and Labor is physical management. As we see it neither function is inferior or superior to the other. Both are equally necessary in industry and therefore equally important, although not necessarily equally easy or hard to perform.

In an industrial society, you can say that in the last analysis, Management and Labor are two divisions of one overall function, i.e., the production and distribution of goods and services for human use.

However, in the money-profit world of industry and commerce, Management occupies a different and more strategic position from that of Labor. R. Carter Nyman, Personnel Director of Yale University in his book titled FOUNDATIONS FOR CONSTRUCTIVE INDUSTRIAL RELATIONS puts it this way:

> In a philosophical sense the administrator stands between the world of thought and the world of action. (Page-181)

Nyman points out that the proper powers of Management are legitimate.

> They do not derive from arbitrary authority... They do not even lie wholly in superior knowledge nor in the application of sound principles. Management's powers derive, as we shall see, from its function, its position and its responsibility. (Page-178)

Nyman points out that the powers of capital, labor, government, education, and science "are different kinds of powers and each serves a different purpose." He states:

> Each of these powers is a functional power. Each must be applied in practical affairs in a way consistent with its functional character and purpose. But the use of all these powers must

> be properly related. They must be integrated if they are to be used effectively and constructively... History shows only too well what happens when there is a lack of integrating administrations. From the time of Adam, men have been unable to cope with frustrating conditions. Their frustration, plus their incompetency, has perverted their intellectual power into a will to dominate others. This, as we have seen, has resulted in the age-old social conditioning of a coercive morality. It has led men into the repeated absurdity of unreasoning aggression and destructive conflict. It has caused a futile, repetitive pattern of creation and destruction, changing only in its superficial nature. Master versus slave. Capital versus labor. Collectivism versus individualism. One ever rising to destroy the other. (Pages 179-180)

DEMOCRATIC-SCIENTIFIC ADMINISTRATION

If the above is correct, it is necessary to have an effective countervailing power to Management during the transition. Definite measures, checks and balances, must be set up to integrate and coordinate the powers and functions of Labor and Management.

It must be remembered that all of our present Management personnel have been conditioned under the rules of the Money-Profit System. While the main principles of the science of industrial administration are known and have already been applied in some cases, as pointed out by Nyman, it would be foolhardy to give Management a blank check during the transition. We might end up with a corporate fascism a la Mussolini.

The whole idea of Point No. 1 in Labor's functions during the transition is to safeguard the transition and keep it on the beam.

The other Points in the list do not need extensive explanation. With all due respect to the efficiency engineers, the time and motion study boys, etc., it must be conceded that the average Joe on the job, actually doing the work, has a great deal to contribute toward reducing waste and in increasing productivity. If we can get his participation and cooperation the whole job will go much easier.

If Organized Labor is given dignity and status in the transition it will gladly set up and operate an educational program among its members. This will assure their continued cooperation during the transition.

Point No. 5 concerns the permanent Management relations, the permanent status of Organized Labor, and the emerging science of industrial administration that will come into existence in the new society.

Many volumes have been written on Management and Labor and how to achieve harmonious relations between the two in industry. Many of the key principles of democratic-scientific administration are known and have been applied here and there. The material on this subject is voluminous and too long and involved to present here. For those interested in pursuing the subject further we can recommend two good books.

THE NEW SOCIETY, by Peter Drucker, Harper & Bros., New York, 1949

FOUNDATIONS FOR CONSTRUCTIVE INDUSTRIAL RELATIONS, by R. Carter Nyman, Funk & Wagnalls Co., New York, 1949

We will offer a few specific ideas on the democratic-scientific administration of industry in the conclusion to this Part. They will appear in the functions assigned to Organized Labor during the transition.

Point No. 6 in our list of transitional functions for Labor, i.e., that Labor should seek to organize to 100% of capacity during the transition, is a necessary function. It is as much a part of the transition as is the integration and coordination of industry into a series of Authorities.

The necessities of a Democratic-Scientific Society call for the 100% unionization of all productive and distributive operations. Unions will be organized into industry-wide industrial bodies with the proper craft subdivisions where necessary. Carrying on an intensive organizational campaign during the transition will merely be preparatory work for what must unavoidably come later.

Point No. 7 for Labor to engage in research and take preliminary action toward setting up a National Employment System will be considered a little further along.

THE NATURE OF ENTERPRISE

Before we can go into the synthesis of this Part we will have to examine the nature of the modern industrial enterprise. This is necessary because you have to know the tools with which you are trying to do a job.

The central institution in the U.S.A. today is the sequence of industrial enterprises that produce and distribute goods and services for sale and consumption. The power and prestige of corporate enterprise now far transcends that of the family, school or church, or even the political state itself in many cases. They call it business and business now rules the roost. The peddler has finally inherited the earth. What he is doing with it and to it is another story. What we are interested here is the nature of industrial enterprise with respect to Labor and Management.

Industrial enterprises exist in many varieties and several sizes. The biggest producers and distributors are really big but not nearly as big as they will become in the future. However, whether the enterprise is small, medium or a giant oligopoly its character is essentially the same as, or similar to, the rest. In its very heart it is a public enterprise, i.e., collectively operated by necessity. In its control it is privately held for the benefit of a few.

Both white collar and blue collar workers sell their time, their skills, their work to the enterprise in return for a money wage whereby they live. Not only do all workers derive their living by selling themselves to the enterprise they are also an indispensible PART of the enterprise. They are as indispensible as the machinery, the buildings, or the land upon which the enterprise is built.

However, under the money-profit system of exploitation and private ownership this primary social fact is carefully kept covered up. Technology is lauded to the skies but not the essence of technology which is the fund of common knowledge made possible by collective social life. Capital is praised as the great creator but not the essence of Capital which is labor. Private enterprise is glorified but not the essence of which private enterprise is but a reflection, i.e., the collective enterprise of many hands and brains that makes mass production possible

Capital in all its Fort Knox glory couldn't establish and operate a mass production enterprise on the Moon. Why? Answer: No people. It takes people to create both capital and industrial enterprise. People are the first and most indispensible requirement of any industrial enterprise.

It is true that hoarded capital can hire people and know how to organize technology for production. But that only proves the point since the hoarded capital came from people in the first place; and is of no value whatsoever without the collective enterprise of people on the job.

THE FUNCTIONS OF ENTERPRISE

Before we can suggest some of Organized Labor's functions in a democratic-scientific alignment of industry we will have to examine the functions of the enterprise, as distinct from its nature. From the point of view of its overall social function the enterprise has a triple personality.

1. It is an economic institution
2. It is a governmental institution
3. It is a social institution

AN ECONOMIC INSTITUTION

Peter Drucker in his great book THE NEW SOCIETY from which much of this material has been obtained points out that:

> In any society, whether, Capitalist, Socialist, Communist, Fascist, or cave man, the first and overriding social function and responsibility of the enterprise is economic performance. Similarly, the enterprise's survival in any society depends on economic performance. The demands of economic performance which society makes on the enterprise are identical with the demand of the enterprise's self-interest: the avoidance of loss- that is, operation at a surplus of current production over

> current cost adequate to cover the risks of the future. There is no conflict between the social purpose and the survival interest of the enterprise. Both are in harmony: both stand under the same rationale; both are measured at one and the same time by the same yardstick. (Page-63)

The outstanding fact about the enterprise is that it is socialistic in its very soul. It is privately owned and controlled by a few for the benefit of the few but it must be operated as a collective by the many.

Drucker states:

> Viewed as an economic institution the important fact about the enterprise is that it is a collective. The producer is actually the organization of large groups of men standing in a definite relationship to each other as well as to the mechanical tools. By himself, the human being, whether worker or manager, is incapable of producing.

A GOVERNMENTAL INSTITUTION

The enterprise is also a governmental institution in that it performs important political functions. Drucker points out that it: "controls access to the productive organization without which the individual is unable to produce." It also, he states, "controls access to the citizen's livelihood." Whoever exercises these powers exercises political control. Drucker also points out that:

> In its internal organization too the enterprise is a government. The organization of industrial production requires an internal order based on authority and subordination. The authority in the enterprise exercises regular governmental functions. It is a law making body, laying down rules for the individual's behavior and for the settlement of conflicts. It establishes and inflicts the penalties for the infraction of these rules. With separation from the enterprise through dismissal carrying the threat of unemployment, that is, of denial of access to effectiveness, the penal power of the enterprise is great indeed. (Page-45)

A SOCIAL INSTITUTION

It may be surprising to state that the enterprise is a social institution but it is and an important one. The worker, man or woman, blue collar or white, lives and functions in several little worlds, or social universes of his own, alternately. He has his family and home life; his church, club or union life; his little political world if active in town and city affairs; and his daily life in the enterprise where he works and earns his living. Each one of these little bits of his life is a little social universe important and meaningful to him.

The most important of his social universes, for around it the others revolve like planets around a sun, is the enterprise in which he makes his living. Take away the social universe of the enterprise from the individual worker, that is, disemploy him, and his other little worlds collapse or are seriously affected. If his unemployment lasts long enough it will ruin the harmony and happiness of his home and family life; and may even wreck his health, and character. Deny a man access to the enterprise and you make of him a social outcast whose, as Drucker states: "very membership in society has been suspended."

Let's repeat, the modern industrial enterprise is the central institution of society in this technological age. For, as Drucker states:

> It contains the plant community, which in an industrial society is the distinctive and representative social unit. Every study of workers shows that they consider the social function of the enterprise the most important one. They place the fulfillment of their demands for social status and function before and above even the fulfillment of their economic demands. In survey after survey the major demands of industrial workers appear as demands for good and close relationships with their fellow workers, for good relations with their supervisors, for advancement, and above all, for recognition as human beings, for social and prestige satisfactions, for status and function. Wages, while undoubtedly important,

> rank well down the list. That the enterprise is a social institution is a most flagrant denial of the dominant beliefs of the late nineteenth century. Thirty, perhaps only twenty five,years ago it would have been ridiculed as rank nonsense, or condemned as a subversive and revolutionary slogan by industrialists ans businessmen as well as by union leaders. Today the same industrialists have accepted the new doctrine and are busily attempting to translate it into action in the form of "modern personnel administration" and "modern human-relations policies." (Pages 47-48)

INDUSTRIAL COURTS

We are now in a position to pull some of the parts of this analysis into a conclusion along democratic-scientific lines.

In a Democratic-Scientific Society it would be necessary to have 100% organization, i,e, unionization, of all people working in the various Industrial Authorities, and the few private enterprises allowed to remain. There would have to be some exceptions to this rule, notably in the case of elected public officials, ministers of the gospel, and perhaps some other groups. Some of the reasons for thorough unionization have already been given. However, a few more will appear in this conclusion.

In order to keep Management and Labor responsible to their true social functions a system of industrial courts will have to be set up. This system will be separate and distinct from the usual civil, criminal, family and police courts. They will be concerned only with disputes arising between Management and Labor that cannot be solved by negotiation or collective bargaining.

It would be required that labor unions take their cases to these courts before going on strike. If not satisfied with the court's decision they could take their case to the final bar of public opinion in a strike. The right to strike cannot be denied in a Democratic-Scientific Society else it ceases to be that.

This is not to say that every citizen has the right to ignore the decision of any court. That would be chaos. The function of the regular courts is to adjudicate violations of laws with a view to administering justice. Civilized society would not be possible without laws and courts; and the individual or group is subject to their authority.

The function of industrial courts would be to maintain equitable and harmonious relations between Management and Labor. They would act rather as impartial umpires seeking to render a solution acceptable to both sides than as judges handing down final law.

It must be remembered that industrial disputes fall into an entirely different category of ethical concepts from civil or criminal cases. They deal with human relations in the central institution of society between the two groups operating that institution. There must be a balance of power, or checks and balances, between these groups so that neither may dominate and both may serve the General Welfare of ALL.

This cannot be achieved by rigid statutes nor by compulsion from above. If industrial courts have the final power in industry all you have achieved is to set up a dominant institution which both Management and Labor will constantly be attempting to capture and control. In the end such industrial courts would boss both Management and Labor and thus defeat the central function of industry which is not to serve the interests of any one group but the interests of all.

Another thing, industrial courts with final power would inevitably stratify and freeze relations between Management and Labor, and thus set up classes within society. Human relations in industry must be kept flexible and the solution to disputes must be found around the conference table in give and take discussion and in the respective functions of the two groups. Peter Drucker puts it this way:

> The answer, the only possible answer, to the political duality of the industrial enterprise, is the labor union. Management with its political authority over the enterprise can neither be avoided nor be transformed, no matter what political, economic or

> legal arrangements are tried. At the same time this governmental authority can never put the welfare of its subjects first; it cannot be legitimate. Hence the split has to be institutionalized, has, so to speak, to be built into the very structure of the government of the enterprise. The only way to make the government of the enterprise legitimate is through a counterpower which represents the members against their government while at the same time itself forming a part of the government. The union is thus the institutional expression of the basic political tension of the enterprise. It is primarily a political organ. Even where the conflict is apparently over dollars and cents, the real fight is over power and control. (Page-106)

There would have to be a separate system of courts in each Industrial Authority with a Supreme Industrial Court over all. Each system of courts in eacy Authority would be staffed by judges who had worked and been trained in that industry.

This is because each industry has problems peculiar to itself, which a person trained in a different industry is not qualified to cope with. A life long railroader is no qualified to adjudicate disputes in the textile industry, and so on.

The manner of setting up Industrial Courts can be worked out by the U.S. Industrial Congress after it is in operation. The present body of labor law with its precedents and decisions could serve as the starting point for the Industrial Courts of the new society.

THE PLANT COMMUNITY

In a Democratic-Scientific Society what is needed in industry is something similar to what Drucker calls the plant community. Says Drucker:

> We need a principle that expresses the fact that the interests of the enterprise and of its members are different interests. They differ in character: the one is exclusively economic; the other a mixture of the political, the economic and the social, with the social predominating. They also differ in direction: the one looks to the production of goods, the other largely to the production of status and the function of citizenship. We do not only have divergent interests and objectives: we have two distinct institutions. The plant community is indeed contained in the enterprise, as the enterprise is contained in society. But it is no more a creature of the enterprise than the enterprise is a creature of government. Its existence does not rest on the needs and purposes of the enterprise but on the needs and purposes of the members as human beings. Management can neither make the plant community nor abolish it; it is spontaneous and irrepressible in every enterprise. (Page-282)

COMMON GROUND

There is an inevitable conflict between the economic necessities of the enterprise and the human necessities of the workers. This conflict is inherent in the nature and function of the enterprise viz a viz the needs of the people operating the enterprise. Were there no common ground, no mediating principle, industrial order would be impossible. Class war between Management and Labor would be the normal order of things, regardless of the organization of society whether money-profit or democratic-scientific.

There is, however, a common ground upon which class war can be avoided and industrial order established. Beneath the clash of immediate and pressing interests between Management and Labor there is a common interest upon which both can agree without either losing status or function.

Common ground exists in the dual overall function of the enterprise in a Democratic-Scientific Society. This dual function is the satisfaction of the physical needs of society for goods and services plus the human needs of the workers for dignity, status, and recognition. The latter function is not natural to the enterprise under a Money-Prodit System but would be natural to it in a Democratic-Scientific Society. This is because the whole object of such a society is the satisfaction of human needs, or the General Welfare of ALL.

The whole, or first, object of a Money-Profit System is the satisfaction of the demands of private owners. In that type of society the first function of the enterprise, as Drucker points out, is to be profitable. This compulsion puts the enterprise at war with itself, with society, and with the workers who operate it.

The rules of the game of the Money-Profit System demand a maximum of profit for the enterprise's owners; while society demands a maximum of productive service; and the workers demand a maximum of human satisfaction out of the enterprise. These interests are irreconcilable. That is why the problem of Management-Labor relations is insoluble under this system.

However, when private ownership of the enterprise with its compulsion for profitability is eliminated and ownership vested in society the interests of society and the workers can be easily reconciled.

Thus, the point of common ground making possible, or even compelling, cooperation between Management and Labor is not an ethical concept but a dual physical condition, i.e., the compulsion for economic and human solvency in the enterprise. By economic solvency we mean operation at a surplus of current income over current cost just adequate to cover the needs of the future. This is not profitability.

If the enterprise is not kept economically solvent everybody loses out, society, the workers, and Management. If it is not made humanly solvent, again, everybody loses out although in a different way. By human solvency we mean rendering a maximum of human satisfaction to workers consistent with the demands of economic solvency.

Therefore, it is to the common interest of Management and Labor, alike, that the enterprise be both economically and humanly solvent. Then, and then only, will it be possible for the plant community to come into full fruition to fulfill its human functions; and for Management to meet its socio-economic responsibilities.

The compulsion for economic solvency is not a compulsion laid upon Management alone. It weighs equally upon Labor. Nor is the compulsion for human satisfaction laid upon Labor alone. It weighs equally upon Management.

For, if the enterprise is economically successful but humanly insolvent, i.e., based on industrial fascism the end result can only be recurrent and unending class warfare.

If it is humanly successful but fails economically the end result can only be the collapse of the plant community and the increase of human dissatisfaction.

The dual function of the enterprise is completely interwoven in its structure and Management and Labor both are inextricably entangled in the net. The only way they can get along separately is to get along together. When this is understood the gateway to a democratic-scientific administration of industry will open wide.

LABOR & PLANT COMMUNITY

Design is the essence of industrial production and function is the essence of design. The prime function of a plant is to produce goods and services and it must produce according to its design. The job dictates what has to be done. Thus, there is no democracy in actual production, there is only function. They don't vote on the assembly line. However, in the larger field of human relations in industry there is plenty of scope for the democratic-scientific concept and approach.

The plant community, that is, the human relations or social side of the job, is the field in which Organized Labor will have a predominant role in the future society. Management will be responsible for the economic performance of the enterprise and will have the powers necessary to meet its responsibilities. Labor will be responsible for the human performance of the enterprise and will have the powers necessary to meet its responsibility.

Drucker seems to think that the role of Labor as the sovereign of the plant community is less important than the role of Management. This may be true under the Money-Profit System. In a Democratic-Scientific Society, however, we can't see it that way. The functions of the plant community are subordinate to economic performance but they certainly are not subservient to it. There is a vast difference between subserviency and subordination in human relations in industry.

An order of subserviency implies dependency on the part of one and domination by the other. This is the master and slave relationship.

Subordination is not a master and slave relationship. It implies an integrated order of priority relationships each one vested with a status of independence and dignity, with shared responsibility and interdependent needs and interests, working in cooperation for the common good.

If this is correct it is our conclusion that the functions of Organized Labor during the Transition Period and in the new society will be of equal importance to those of Management.

FUNCTION OF LABOR

There are many functions of plant community life that are apart from production which would naturally fall into the field of trade union control. Drucker lists some of these as follows:

1. Transportation to and from work
2. Parking arrangements
3. The cafeteria
4. Recreation activities, sports, etc.
5. Picnics and plant parties
6. Educational activies
7. Vacation schedules
8. Most shift assignments
9. Most assignments to particular crews

We cannot but help agree that these are proper union functions. Other functions listed by Drucker are safety and health matters. Of these he says:

> ... clearly employe matters primarily. Indeed they have so little direct bearing on economic performance that they should be turned over to the plant community without reservation.

To these we would add some functions which Drucker also lists but seems doubtful about.

1. Guaranteed income
2. Employment prediction
3. Placement on jobs
4. Incentive awards
5. Job training
6. Absenteeism
7. Plant rules and discipline
8. Labor turnover
9. Transfer of workers
10. Promotion within the ranks
11. Wage differentials
12. Job descriptions
13. Production quotas
14. Education of workers regarding technological change

We would agree, too, that there are proper union functions, with the reservation that some of them would be unnecessary in a democratic-scientific society.

While we agree with a great deal of what Drucker presents we cannot follow him blindly. This is because many of his conclusions are postulated within the framework of the Money-Profit System. He assumes that this system will continue and is trying for more effective human relations in industry within the system.

Technodemocracy assumes that this system will come to an end and be followed by a Democratic-Scientific Society. However, Drucker does advance the better practices of modern industry and that is our starting point on our journey to the New America of Tomorrow. Upon this we can project and expand.

POWER OF DISMISSAL

Drucker asks: "What should be Management's relationship to the community government?" He then goes on to say:

> It should be based on the fact that to be effective this government has to be a self-government... Above all it is absolutely necessary that the existence and the powers of the community government not rest on management's good-will but be grounded in a legally binding obligation. Community government is not a substitute for the union On the contrary, to be strong and independent, community government must be anchored in the union contract.

Now we begin to see more clearly why all industry must be 100% unionized in a Democratic-Scientific Society. Without 100% unionization the plant community government cannot flourish and function properly. Without a strong, functioning plant community government Organized Labor cannot act as a countervailing power to Management: nor fill its proper role in the emerging democratic-scientific science of industrial administration.

All wages and salaries, of course, from the top man down to the latest hired hand would be determined by collective bargaining between Management and Labor.

The power of dismissal, of firing, from the enterprise must be entirely eliminated in the new society, but not the right to quit. The power of dismissal is one of the chief weapons of Management against workers under this system. It is a master wage-slave weapon and must be outlawed. Besides, it's not needed in a Democratic-Scientific Society.

Every man has a natural right to earn a living. If a worker turns out to be a persistent rule breaker, a frequent absentee, abuses his sick leave privileges, or otherwise hurts the productive morale of the enterprise the remedy is not to fire him. The remedy is to recondition his behavior.

Firing a worker is the money-profit way of passing the buck to society. The better way is to invite the offender into the psychological clinic and have his head examined. If he refuses to cooperate it becomes a matter for the Industrial Court to handle.

Since the plant community government will have charge of plant discipline and the transfer of workers there is plenty that can be done without resorting to dismissal from the enterprise. A bad worker can be transferred, demoted, retrained or punished by the plant government but he cannot be fired to be cast outside the economic circle of society.

NATIONAL EMPLOYMENT SYSTEM

The union in each Industrial Authority would have sole charge of "hiring halls," or the system of employment in the industry. The Employment System in each industry would be connected with that in every other Authority on an autonomous, cooperating basis. Over all would be a National Employment Board to direct and coordinate the activities of all.

The National Employment System would be authorized by joint action of the U.S. Industrial Congress and the U.S. Civil Senate. Its structure and By Laws would have to be approved by those two bodies. It would be set up as an independent function of the National Federation of Labor, comprising all industrial and craft unions. Its operating personnel would be chosen by the Federation of Labor to start out. After it is running smoothly it would have to choose its own personnel.

Do not confuse the National Employment System with the Secretarial Department. The first is exactly what the term implies, a system of hiring halls from which Management in every line of industry would be compelled to obtain workers. No wildcat hiring by Management would be permitted. For the functions of the Secretarial Department see Part Five.

In setting up the National Employment System the National Federation of Labor will work in cooperation with the U.S. Civil Service Commission. This Commission has been operating since 1883 and has acquired a lot of experience regarding employment. The U.S. Civil Service seems to work fairly good and could serve as a starting point for a National System of Employment.

The Employment System would have a Congressman representing it in the U.S. Industrial Congress. The Department of Labor would have a representative sitting on the National Employment Board to participate in its activities and keep the Civil Senate constantly in touch with it.

The National Employment System would have one large but specific function to perform and no other. This would be to furnish workers, blue collar and white, to the Industrial Authorities and the few private enterprises allowed to remain. It would have nothing to do with any other trade union functions or activities.

In general, the National Employment System would have jurisdiction over the individual worker during the period of his application for employment, or transfer from one plant or industry to another. Also, the individual worker after being placed on a job would remain under its jurisdiction during the period of his probationary employment, until the plant accepts him as a career employee.

His personal file in the System would be kept open during probation in case he didn't fit in or didn't want to pursue the work he had been placed in. As soon as he is accepted as a career employee his personal file would be turned over to the Secretarial Department of his industry.

Conversely, a worker quitting in any industry would have his personal file turned over to the Employment System for reference in placing him on another job.

What would have to be aimed at would be to maintain stability in the labor force without interfering with the freedom to choose one's own job or to change jobs.

The Employment System would maintain scientific aptitude testing clinics to assist people in choosing a line of work they would be contented with. It is very frustrating to the individual when he is forced to pursue a line of work he dislikes or is not fitted for. Under the Money-Profit System there are millions of people suffering this handicap. There may still be a few square pegs in round holes in the new society but at least economic circumstances and ignorance of their aptitudes would not be the cause.

A National Employment System operated along democratic-scientific lines would remove hiring from the realm of the whims and personal likes and dislikes of bureaucratic personnel officers and place it on an impartial, functional basis. It would also abolish blacklisting, and the pirating of workers by one plant from another.

Personnel Departments as at present constituted would be abolished and their functions relating to job performance records, etc., absorbed by the Secretarial Departments in each Authority. Their functions regarding hiring would be taken over by the Employment System. (See Part Five for an outline of the Secretarial Department)

PLANT ELECTIONS

Elections in a plant to the various positions in the plant community government would be under the sole control of that government. The Secretarial Departments would have nothing to do with the affairs of the plant community. That is, the Secretarial Departments would have no functions there, although individual workers as such would be on the same basis of participation as the workers in any other Department.

Elections to the position of Foreman as outlined in Part Five would also be supervised by the plant community government and the list of candidates submitted by the Secretarial Department and certified as being functionally competent would have to be approved by that body. All plant elections would be held on "company time."

It is, of course, impossible to outline the future status and role of Organized Labor in industry in toto and precisely. All we are doing here is to project and expand from present best practices.

THREE IN ONE

Every person represents within himself three prime social functions as an individual. Every man is at one and the same time:

1. A worker, blue collar or white
2. A consumer of goods and services
3. A citizen of the commonwealth

These functions are not complementary, that is, they do not supplement or reinforce one another. They conflict with each other. Neither one can be carried too far without injury to the other.

As a worker he is a seller of labor, skill and time in return for the means of livelihood. As a consumer he is a buyer of the selfsame thing he sells, or its end result the products produced by labor, skill and time. As a seller he naturally wants as much as he can get for his labor, skill and time. As a buyer he naturally wants to acquire the products of labor, skill and time for as little as possible.

As a worker a man wants a job that suits him with satisfying human relations in the plant community, that provides him with dignity, status, and as much security as possible.

As a consumer he wants a sufficiency of high quality goods and services, with a reasonable range of consumer choice, and with smooth functioning of the economic mechanism as a whole.

As a citizen he wants good Government, a country that is free from the domination of individuals and minority groups, and peace and good will among all men.

His interests as a worker may conflict with his interests as a consumer, and vice versa, while his interests as a citizen may supersede, at times, both his other interests. For example, in a period of national peril from alien aggression or natural disaster his survival interests as a citizen may demand that he labor long hours under rugged conditions and get along with a minimum of consumer goods.

No man can divorce himself from this triple aspect of his life in this modern technology we all live in. The problem of a Democratic Scientific Society is to balance the triple personality of man in a harmonious, functioning social order for the General Welfare of ALL.

Technodemocracy thinks this can be done only by a social design following the concepts of democracy and the principles of science.

Part Nine will deal with money and the medium of exchange in the new society.

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INSTITUTIONS-NOT MEN

> "The American people, like others, have always complained about something, but in recent years there has been a change in the object of criticism, and in its character. For example, people have objected strenuously to the way economic affairs were managed, but only recently have they doubted the principle of economic procedure. They have always criticized the men who hold public office, but not until recently have they questioned the democratic principle. They have sought to correct the evils in economic life by providing more economic freedom, and to remedy the defects of democracy by more democracy. It rarely occurred to any critic to propose a revolution by substituting a new set of institutions for those that had served so well. Usually the proposal has been to put a new set of men in charge of the old institutions rather than to put in a new set of institutions. It is this faith in institutions that now seems to be weakening... The dilemma of the modern man is due to the persistence of his psychology, the last piece of baggage to be discarded by the traveler faced with new conditions. The modern man cannot divest himself of his desire to act in the old way; but he cannot succeed by acting in the old way. The result is an offset between his desires and his possibilities. The cogs of his mind do not engage with reality, and therefore he is out of gear. Despite all his efforts, nothing happens, he does not get forward, for the reason that he is living in the realm of unreality, a land of remembered things. He is trying to harness the dreams of yesterday, of the frontier, to the machines of today and tomorrow." - Walter Prescott Webb, Professor of History, University of Texas in THE GREAT FRONTIER, (pp-108-121)

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